

Board of Directors Meeting

May 14, 2020

Program and Financial Monitoring Information

Item VI.D.

Recommended Action: Information Only

Strategic Plan Alignment: Administration

STATUS OF FUNDED AGENCY WRITTEN PLANS

Agency	Type of Plan	Subject of Plan	Beginning Date	Estimated Completion Date	Status
Religious Community Services, Inc.	Corrective Action Plan	Programmatic, Administrative and Financial Areas	August 13, 2019	February 15, 2020 Extended May 15, 2020	The Corrective Action Plan extended with additional action steps. Notification of extension sent to CEO and Board Chair. Follow-up financial and administrative monitoring occurred on 3/10/2020. Personnel and Volunteer Management improvements had been maintained.

Agency	Type of Plan	Subject of Plan	Beginning Date	Estimated Completion Date	Status
Pinellas County Sheriff's Police Athletic League	Corrective Action Plan	Programmatic, Administrative, and Financial Areas	March 9, 2020	June 22, 2020	The CAP was reviewed by Executive Director, Board Chair and staff with an effective date of 3/11/19. Several items require child attendance for compliance, the items will be monitored when children return to the center.

PROGRAM MONITORING REPORTS SUMMARIES

Program monitoring is a means to evaluate performance, monitor program delivery, and recommend improvements, as necessary. Program monitoring activities are progressive, uniquely- tailored, and responsive to the program's service challenges, strengths, and opportunities. These activities are conducted on an ongoing basis. Technical assistance is provided as a normal course of business to all JWB funded programs. When technical assistance is not having the desired outcome, a Performance Improvement Plan (PIP) may be developed in consultation with the provider and should not last longer than six months. When a PIP has not resulted in a desired outcome, a Corrective Action Plan (CAP) will be developed in consultation with the provider. The above approaches are intended to give the provider every opportunity to improve and ensure quality programming.

PROGRAM MONITORING REPORTS

The following Program Monitoring Reports are attached:

Agency	Program
Artz 4 Life	COST
CASA	Domestic Violence/Peacemakers
Boys and Girls Club Suncoast	COST
Citizen's Alliance for Progress	NFC
City of Clearwater	COST
City of St. Petersburg	TASCO
Family Resources	SafePlace2B

GRAYDI NFC	Youth Development Initiative
Gulfcoast Legal Services	Family Legal Support Services
High Point	NFC
Lealman Asian	NFC
Local Community Housing Corp.	Cops n Kids
Pinellas County Health Dept.	Dental Sealant
Pinellas County Health Dept.	Pinellas County Licensing Board
Preserve Vision	Seeing Our Bright Future
RCS	Grace House
RCS	The Haven
R'Club	Exceptional
R'Club	HIPPY
R'Club	Special Services
Sanderlin	NFC
Sanderlin	Youth Development Foundation
SJCC	Behavioral Evaluation
SJCC	Early Childhood Court

Board members are invited to participate in program monitoring. For information, please contact Karen Woods at 727-453-5682 or kwoods@jwbpinellas.org.

FINANCIAL MONITORING REPORTS

- None at this time.

Board members are invited to participate in financial monitoring. For information, please contact Lori Lewis at 727-453-5609 or llewis@jwbpinellas.org.

Staff Resource: Karen Woods
Lori Lewis
Mary Daddio



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: ARTZ 4 Life Academy Inc.

Program: Community Out of School Time

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION:

ARTZ 4 Life Academy aims to reinforce resilience to life's challenges by enhancing education, promoting diversity, and developing life skills through culture and performing arts. ARTZ 4 Life serves grades K-8 in the Clearwater area and adjacent communities. The afterschool program offers tutoring, gender-specific programs, arts exploration summer camps, STEAM, robotics, outreach education opportunities, community productions, and performance ensembles.

AGENCY/PROGRAM ACCOMPLISHMENTS:

For 2019 ARTZ 4 Life hosted their annual holiday event "The Family Blessing". The stage play musical consists of local youth who are trained by professional choreographers and entertainers from around the country. After months of preparation and instruction, youth performed at The Mahaffey Theater in front of family and friends. Similarly, during the summer, the agency led collaboration between various Out of School Time providers in a multi – camp production titled the "Summer Camp Extravaganza." The ARTZ 4 Life Academy has served the Clearwater community for over twenty five years.

TECHNICAL ASSISTANCE:

ARTZ 4 Life Academy received ongoing technical assistance throughout the fiscal year. The technical assistance provided focused on program needs or priorities identified by JWB or ARTZ 4 Life staff. Technical assistance included review of the organizational structure, analysis of personnel, and strategic planning.

FISCAL SNAPSHOT:

		FY18	FY19
Total Program Budget	~~\$367,158~~ FY17	\$400,799	\$455,218
JWB Allocation	\$287,708	\$338,592	\$407,264
Percent of Total Program Budget represented by JWB Allocation	78%	85%	89%
Lapse	\$1.74	\$38,310	\$5,916
Cost per Participant*	\$2,740 (\$367,158/134)	\$2,214 (\$400,799/181)	\$2,421 (\$455,218/188)

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS:

In FY19, ARTZ 4 Life provided services to 188 youth. Of those, 87% were African American, 51% were male, and 57% were between the ages of five and nine. The majority of households had an income of less than \$30,000 (57%), and had a household arrangement of a Single Parent, Female Head of Household (70%). While ARTZ 4 Life serves participants from any part of the county, 81% of participants live in Clearwater, and a total of 77% reside in a high risk zone area.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of youth who attend 70% or more of the program days.	70%	79%	70%	91%	70%	84%
Percent of participants who continue in the afterschool program for more than one year	90%	59%	90%	52%	65%	64%
Percent of students who miss less than 10% of unexcused school days	N/A	N/A	N/A	N/A	Baseline	96%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) English Language Arts (ELA)	N/A	N/A	N/A	N/A	Baseline	68%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) Mathematics	N/A	N/A	N/A	N/A	Baseline	63%
Percent of students with no more than one school referral (elementary only)	N/A	N/A	N/A	N/A	Baseline	89%
Percent of students with no more than one school suspension (middle and high school only)	N/A	N/A	N/A	N/A	Baseline	75%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	N/A	N/A	Baseline	107%

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 12/8/18, 7/31/19, 8/6/19

Interview Date(s): 7/31/19, 8/6/19

Collaborative Meeting/Consultation Date(s): 10/19/18, 11/2/19, 12/27/18, 1/23/19, 3/12/19, 6/25/19, 7/11/19, 8/29/19

Administrative Review Date(s): 11/9/18, 2/21/19, 6/28/19

According to *An Equity Profile of Pinellas County (2019)*¹, “children in Clearwater tend to have less access to educational, health, and social opportunities,” when compared to other areas of the county. The ARTZ 4 Life Academy is located in Clearwater, Florida within a mile of the downtown area. This area has seen considerable population growth and demographic changes over the last decade. In addition, neighborhoods in this area, rank high in regards to poverty. Frazier et al. (2007)² found afterschool programs whose mission includes children’s socialization, peer relations, and adaptive functioning, are uniquely positioned to support and promote children’s

¹ Huang, M. (2019). *An Equity Profile of Pinellas County*. PolicyLink and PERE.

² Frazier, S., Cappelle, E., & Atkins, M. (2007). Linking Mental Health and After School Systems for Children in Urban Poverty: Preventing Problems, Promoting Possibilities. *Administration and Policy in Mental Health*. 34.389-99. 10.1007/s10488-007-0118-y.

healthy development. JWB funded Out of School Time (OST) providers are required to implement creative programs that incorporate key quality components to produce favorable outcomes. These key components include, but are not limited to, strong organizational structure, youth engagement, intentional grade level programming, and broad enrichment opportunities. Implementation of these components maximizes the opportunities that produce positive youth outcomes. The ARTZ 4 Life Academy seeks to incorporate these elements in the afterschool program so that youth can realize their full potential.

In FY18, JWB convened Out of School Time (OST) providers to strategize approaches that would enhance the quality of afterschool programming. Afterwards, JWB staff collaborated with ARTZ 4 Life, to identify areas of programming that could “move the needle” for youth and strengthen the program experience. During the meetings, ARTZ 4 Life identified areas that would produce the best results. These areas included strengthening educational and emotional supports, increasing staff capacity to optimize daily programming, and strengthening parent engagement opportunities. JWB staff presented the recommendations to the JWB board and the strategies were subsequently approved. Throughout FY18 and FY19 the organization worked to fully implement the approved strategies with respect to increasing staff capacity and expansion of services.

On August 6, 2019, JWB staff conducted a program observation at the afterschool program. ARTZ for Life Academy provided transportation services for youth from school to the program. When youth entered the center they were signed into the attendance log, and then joined their respective groups where they completed their homework. Other students who had been identified went to work with a tutor. Tutoring is designed to increase academic performance, and is available throughout the week in small groups or one-on-one sessions.

After homework and tutoring, students rotated to another activity. This included a group dance showcase competition or outside physical activity. The showcase competition allowed participants to display their dance skills and choreography talents. Youth were assigned to groups and were directed to perform a dance segment in front of their peers. Participants appeared excited to participate and cheered for each other during the activity. At the end of the competition youth went outside to participate in group sports and to interact with their peers. This is a good time for youth to build upon connections and cultivate friendships.

In addition to observing the competition, JWB staff conducted interviews with the Youth Specialists and the Behavior Specialist. The Behavioral Specialist works with students in small groups or in one-on-one sessions for approximately two (2) hours daily. Activities include self-esteem building, effective anger management techniques, and methods to deal with negative peer pressure. Research shows teaching “protective factors” to youth can be beneficial in managing and overcoming adversity³. Protective factors are characteristics that help youth adapt to different levels of hardship. During the observation, the Behavioral Specialist was seen regularly engaging with participants regarding if they had any problems at school. If any were identified, she discussed strategies that could be used in the future to change the outcome.

In addition, JWB staff interviewed the Executive Director regarding implementation of program enhancements. During the interview, she expressed challenges in hiring for the Center Director position. The Executive Director reported after postings on various employment sites, and scrutinizing numerous resumes she was able to fill the position. Shortly afterward, the newly hired Center Director abruptly resigned due to unforeseen circumstances. Fortunately, the Executive Director was able to identify another candidate and fill the position. To increase program effectiveness, a Center Director position was added to assist the Executive Director with routine operations. This allowed the Executive Director to focus on the administrative functions of the agency. Throughout the year, JWB staff provided technical assistance to the agency in various capacities to increase

³ Luthar SS. Methodological and Conceptual Issues in Research on Childhood Resilience. *Journal of Child Psychology and Psychiatry*. 1993; 34(4):441-453

efficiency.

For FY19, ARTZ 4 Life Academy maintained a valid child care center license with the Pinellas County Licensing Board (PCLB). The organization received two inspections during the JWB fiscal year on November 8, 2018 and November 15, 2018. PCLB inspections cover an array of items including supervision of staff, personnel and youth file reviews, transportation, and food/nutrition document review. During the inspection, ARTZ 4 life was deemed non-compliant for two reasons: signed statements from parents regarding the centers nutrition policy were not available, and all staff files did not show evidence of blood borne pathogen training. A follow up inspection was conducted on November 15, 2018 and the Executive Director provided PCLB staff with the ARTZ 4 Life Academy handbook showing all parents had signed and received the nutrition policy. Training documentation for blood borne pathogens was presented for all staff bringing all areas into compliance. During a fire drill conducted at the center, ARTZ 4 Life staff showed how quickly they are able to evacuate the entire center. All children were out of the building within thirty-nine (39) seconds.

Overall, the Artz 4 Life program provides afterschool and summer child care options that has supported youth and families in the Clearwater community for over twenty years. The program offers vulnerable populations — racial or ethnic minorities and at-risk children — enrichment opportunities that could have positive effects on their future success. For example, for FY19 ARTZ 4 Life youth participated in various project based enrichment activities through overlays. These enrichment activities included robotics classes, fine jewelry and pottery design, and STEM related educational games. According to McCombs et. al (2017), over time, these enrichment opportunities could lead to the non-cognitive and developmental skills important for later life success that may first manifest in school behavior.⁴ In addition, ARTZ 4 Life staff increased parent engagement efforts by integrating unconventional family engagement nights into the annual events. For instance, during the Christmas holiday season, ARTZ 4 Life staff hosted a family Holiday Banquet. Similarly, during spring, the organization arranged a “Springs Fest” event. Ongoing family engagement events have the potential to improve the relationship between the parents and youth. In addition, these events strengthen the communication between the families and ARTZ 4 Life staff.

DATA QUALITY:

File Review Date(s): 6/20/19; Overall Score: 84%

Over the last couple of years, ARTZ 4 Life has struggled with consistency between the file and GEMS. This continued to be a challenge – although the program has improved. Last year, JWB staff made three recommendations on how to ensure accuracy of information between the participant file and GEMS: information for all enrolled participants be verified at the two enrollment periods (summer and school year); entire enrollment packets only be filled out once a year; and a Data Quality and Management Plan be established. Over the course of the year, ARTZ 4 Life implemented two of these three recommendations. The program has moved to collecting enrollment forms using a Jotform which has streamlined the application process. The second improvement ARTZ 4 Life implemented was a review process for all participant files entered into GEMS. One staff member was designated to enter in the demographic information, while another was tasked with entering in the daily attendance. The Data Quality and Management Plan has yet to be implemented, however, protocols that would go into this type of document have been put in place. Developing a

⁴ McCombs, Jennifer Sloan, Anamarie A. Whitaker, and Paul Youngmin Yoo, The Value of Out-of-School Time Programs, Santa Monica, Calif.: RAND Corporation, PE-267-WF, 2017. As of April 14, 2020: <https://www.rand.org/pubs/perspectives/PE267.html>

more formalized Data Quality and Management Plan is a goal for FY20 and one of the items JWB will provide technical assistance on.

ANALYSIS OF PERFORMANCE:

As ARTZ 4 Life continued to work on quality programming, their performance showed a variety of changes. This included an 8% decline in the percent of participants who attend 70% of program days or more. Regardless of this decline, ARTZ 4 Life was able to continue regular attendance with 84% of participants. It is possible that this decline is due to similar levels of enrollment between FY18 and 19, but lower levels of average daily attendance during the summer. Between the end of May 2018 and mid-August 2018, ARTZ 4 Life saw an average daily attendance of 116 participants, however, during this same time period the following year the average daily attendance dropped to 106. During FY19, Artz 4 Life has to move their second summer-only location causing participant to either have to walk a further distance or be transported via van to get to the main site. This could have been an influencing factor.

Despite the decline in regular attendance, we did see a 23% increase in the percent of returning participants. With 62% of participants having attended in the prior year, ARTZ 4 Life saw their highest levels of returning participants since they began recording this information. Over the last year and a half, ARTZ 4 life has been focusing on improving the quality of the program, which has included implementing academic tutoring and behavioral supports, increasing their connection with families, and continuing their partnership with the community and program alumni.

In FY19, ARTZ 4 Life, along with all other COST providers, were evaluated on their impact on school measures including Florida Standard Assessment (FSA) English Language Arts (ELA) and Math scores, school attendance, and school behavior. ARTZ 4 Life added additional academic supports to their program by hiring a Certified Teacher to tutor students who were most in need. Students were identified through the collection of report cards and by staff. Participants were able to get extra support in a variety of subjects, but tutoring mainly focused on math and reading. With this support 31% and 44% scored satisfactory or better on the FSA ELA and Math exams, respectively.

In addition to examining the percentage of students scoring satisfactory or better on the state exams, we also look at growth. Having high levels of growth could tell us a different story about the impact of the program. Looking at growth on the FSA allows us to examine if the academic enhancements are helping to mitigate low performance. Seventy-two (72%) and sixty-eight percent (68%) of students showed growth on the FSA ELA and Math exams, respectively.

When looking at school attendance, we know from research that regular attendance in an afterschool program is correlated with regular attendance in school⁵. This is no different for ARTZ 4 Life. While 84% of the participants attended the program regularly, as previously stated, 93% missed no more than 18 unexcused school days. Similarly, having access to a Behavioral Specialist in the program could have helped mitigate behavioral issues in school. For participants in elementary school, 89% received no more than one school referral, and for those in middle and high school 75% received no more than one in- or out-of-school suspension.

Once a year, COST providers survey their participants to gain feedback about the program. The survey asks about program engagement, building social/emotional and leadership skills, academics, STEAM activities, healthy decision making, and goal setting. The overwhelming response to the survey was positive with over 97% of respondents stating that the program helped teach them how to work with others, how to make healthy

⁵ McCombs, J., Whitaker, A., & Yoo, P. (2017). *The value of out-of-school time programs*. Rand Corporation.

decisions, and set goals for the future. One area of growth was around reading comprehension. Eighty-one percent of participants agreed that ARTZ 4 Life helped them understand what they were reading, however, this was one of the lowest areas of positive response for the program. To address this, ARTZ 4 Life program staff could work with the Certified Teacher to create a lesson plan where participants practice their reading comprehension skills while preparing for the performances that they put on twice a year.

Overall, ARTZ 4 Life improved the program's data and quality, while experiencing a range of changes in their performance. With the new organizational structure, and with a more time to focus on the aspects of the program that bring students back each year, ARTZ 4 Life should continue to improve and make an impact on the participants academic achievement and life skills.

<u>Desmon Newton</u>	Date: <u>4/17/20</u>	<u>JoAnn DiLernia</u>	Date: <u>4/17/2020</u>
Desmon Newton		JoAnn DiLernia	
Senior Program Consultant		Senior Program Evaluator	

<u>Karen Woods</u>	Date: <u>4/17/2020</u>	<u>Karen Boggess</u>	Date: <u>4/17/2020</u>
Karen Woods		Karen Boggess	
Program Administration Manager		Program Evaluation Manager	

<u>Judith Warren</u>	Date: <u>04/21/2020</u>
Judith Warren	
Chief Operating Officer	

<u>Beth A. Houghton</u>	Date: <u>4/21/2020</u>
Beth A. Houghton	
Chief Executive Officer	



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Boys & Girls Club of the Suncoast, Inc.

Program: Boys & Girls Clubs (COST)

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: The Boys & Girls Club of the Suncoast (BGCS) serves at-risk children with strong and enduring, professionally supported one-to-one relationships that change their lives for the better forever. The program offers Comprehensive Mentoring which includes community based mentors and site based mentors who meet with a youth in his or her school or afterschool center. Site-Based mentoring also includes the School-To-Work program where a High School junior is paired with a mentor at a corporate partner for two years to develop vocational interests.

AGENCY/PROGRAM ACCOMPLISHMENTS: BGCS expanded and implemented two new initiatives for this fiscal year. The first, addressed childhood hunger and youth food insecurity in Pinellas County. In an effort to ensure “no child left hungry,” the agency began serving hot meals at Club locations. As a result, over 26, 000 meals were served to youth. The second focused on career development and financial literacy for teens. The “Cultivating Tomorrow’s Professional’s Today” initiative was created introduce financial literacy and career development opportunities to youth.

TECHNICAL ASSISTANCE: BGCS received ongoing technical assistance throughout the fiscal year. The technical assistance provided focused on program needs or priorities identified by JWB or BGCS staff. Technical assistance included but was not limited to contract administration, contract management, and data analysis.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$2,212,857	\$2,501,182	\$2,276,872	
JWB Allocation	\$850,597	\$1,004,476	\$1,207,412	
Percent of Total Program Budget represented by JWB Allocation	38%	40%	53%	
Lapse	\$0	\$0		
Cost per Participant*	\$3,910 (\$2,212,857/566)	\$4,435 (\$2,501,182/564)	\$2,843 (\$2,276,872/801)	FY19 includes all 6 locations. 54 participants are from the Ridgcrest site, which is not funded by JWB.

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS: In FY19, BGCS provided services to 747 youth. JWB staff were able to collect demographic information on 604. The remaining were drop-in participants who only came to the program sporadically and did not fill out JWB paperwork. Of the people we have demographic information for, 51% were African American, 55% were male, and 60% were between the ages of five and nine. Fifty-six percent of households had an incomes of \$30,000 or less, and 56% had a Single Parent, Female Head of Household arrangement. BGCS have six locations throughout Pinellas County, of which five are supported by JWB. This translates to their participants being concentrated in five areas: Clearwater (20%), Pinellas Park (20%), St. Petersburg (41%), and Tarpon Springs (13%). BGCS serves participants in all five high risk zones.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of participants who continue in the afterschool program for more than one year	65%	59%	65%	68%	65%	52%
Percent of youth who attend 70% or more of the program days.	70%	71%	70%	74%	70%	77%
Percent of students who miss less than 10% of unexcused school days	N/A	N/A	N/A	N/A	Baseline	95%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) English Language Arts (ELA)	N/A	N/A	N/A	N/A	Baseline	74%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) Mathematics	N/A	N/A	N/A	N/A	Baseline	80%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	N/A	N/A	Baseline	82%

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 8/22/19 (Wood Valley and Pinellas Park Locations)

Interview Date(s): 8/22/19

Collaborative Meeting/Consultation Date(s): 10/15/18, 4/10/19, 4/23/19, 6/5/19, 6/10/19, 6/13/19, 6/17/19, 7/9/19, 8/15/19

Administrative Review Date(s): 11/16/18, 1/3/19, 2/22/19, 7/2/19

Personnel and Financial File Monitoring Date(s): 2/5/19

BGCS club sites are located in some of the highest density neighborhoods in the county, and serve populations that typically score low on the Child Opportunity Index. According to *An Equity Profile of Pinellas County (2019)*¹, “areas that score low on the Child Opportunity Index, such as Tarpon Springs, South St. Petersburg, and Clearwater, children tend to have less to educational, health, and social opportunities. BGCS has club locations in each of those identified areas and seeks to mitigate these risks by implementing afterschool and summer programming that utilizes evidence based curriculums in core areas of youth development that includes health and wellness, education, career and character development, arts, and leadership.

¹ Huang, M. (2019). *An Equity Profile of Pinellas County*. PolicyLink and PERE.

BGCS focuses on five core developmental areas —arts, leadership development, character development, career development and life skills— in their vision to provide the world class club experience. The mission is to ensure every youth that enrolls into the program has a successful outcome. With this in mind, the “Formula for Impact” was created. The “Formula for Impact” incorporates high yield activities into daily programming that are interactive and designed to build knowledge and skills. In addition to this, academic enrichment, tutoring, and STEM activities are integrated to provide academic support.

On August 22, 2019, JWB staff conducted a program observations at the Wood Lawn and Pinellas Park locations. Youth arrive at the Club locations at varying times depending upon the school that they attend. BGCS provides transportation for participants from their respective school to the Club site. When youth arrive, they are signed in, then go to their group. Youth are divided into groups by age, and activities differ depending on the day of the week. During the observation, JWB staff observed youth interacting with tutors in a group setting for “Power Hour.” Power Hour: Recharged for the 21st Century is a in person curriculum that is designed to develop abilities young people need most in order to be college and career ready. The program focuses on essential reading and mathematics skills that students will need throughout grade school. The curriculum can be implemented by various staff and correlate with Common Core standards. Initially, BGCS used contracted teachers, but found it more practical to hire teachers as staff. JWB staff observed a group of twelve (12) elementary age youth in classroom setting. Youth were engaged in a reading activity that involved the book “The Wonky Donkey.” The activity reinforced fundamental reading concepts such as word recognition, decoding unfamiliar words, and how to use context clues. The teacher instructed youth to follow her finger from left to right as she read the book, demonstrating proper reading standards. After the activity, students lined up by the door and left the classroom to prepare for lunch. Afterwards, JWB staff interviewed the teacher to glean insight regarding the program. According to her, students receive instruction Monday through Thursday for approximately one hour a day. When asked how youth are identified she stated report cards are used when choosing participants for tutoring. In order understand the program from a youth perspective, JWB staff sat amongst a table of youth and inquired about their overall Club experience. All youth demonstrated a bright temperament and described a favorable view of the program. After lunch youth rotated to outside physical activities or played games within the facility.

BGCS has five Club locations (Northside, Pinellas Park, Royal Theater, Wood Valley and Tarpon Springs) throughout Pinellas County. For FY19, BGCS received a total of twenty two (22) inspections – three or more inspections per site – from Pinellas County Licensing Board (PCLB) during the JWB fiscal year. This was an increase when compared to the prior year due to re-inspections. Majority of the non-compliance infractions were for reasons such as incomplete personnel and child care records, and failure to ensure parents properly completed documentation. All documents must be signed and dated by a parent or guardian to show agreement of terms and condition. In all cases where the site received a non-compliance a follow –up inspection was completed. During the follow – up inspection, BGCS staff were able to provide a plan or other documentation to remedy the issue bringing them in compliance.

Altogether, BGCS has implemented various strategies planned to enhance the program for youth participants. As a result, youth have the opportunity to participate in experiences that could have a positive impact on their universal development. According to McCombs et. al (2017)², over time, these enrichment opportunities could lead to the non-cognitive and developmental skills important for later life success that may first manifest in school behavior. Furthermore, the new strategies align with the BGCS mission to provide high quality out of school time experiences. In addition to being the catalyst for youth to become productive, caring and responsible citizens.

² McCombs, Jennifer Sloan, Anamarie A. Whitaker, and Paul Youngmin Yoo, The Value of Out-of-School Time Programs, Santa Monica, Calif.: RAND Corporation, PE-267-WF, 2017. As of April 14, 2020: <https://www.rand.org/pubs/perspectives/PE267.html>

DATA QUALITY: File Review Date(s): 5/21/2019; Data Quality Score: 89%

Overall data quality slightly declined from FY18. During FY18, data quality was a critical focus for BGCS with the hope that the agency could move from providing data through GEMS to providing data through an upload. To assist in improving BGCS' data quality, JWB conducted three file reviews in FY18, resulting in an average data quality score of 91%. JWB determined the data improved substantially enough to allow data uploads beginning in FY19. BGCS' upload process progressed well, and reports had minimal errors and were submitted on-time. However, through a file review conducted on May 21, 2019, it was determined that BGCS' data quality declined by 2% from the prior year. There were several reasons for the decline: 1) consent forms were not properly signed and dated, 2) for files that were able to be reviewed information between the files and the upload were inconsistent, and 3) attendance data was not entered accurately.

A total of 19 files – both open and closed participants – were randomly selected from the five BGCS locations supported by JWB, however, only 14 could be reviewed due to issues with consent forms and incomplete files for the Northside location. JWB staff reviewed with BGCS the importance of having the consent correctly filled out, and asked that new forms be acquired for all those in the review that were still active.

A number of discrepancies between the participants file and the upload – occurring on files from all sites – were noted. This included a number of errors in the income, grade, student ID, and school name fields. In some cases this information was only able to be verified from a “Release of Educational Records” form that was requested by United Way to be part of an external evaluation separate from JWB. BGCS had developed and implemented their own file audit process, but this process did not catch these errors. The Data Outcomes Analyst stated that she would work on the audit process to ensure a clean review in the future.

During the FY19 file review, attendance for one of the five sites, mainly Tarpon Springs, remained to be a struggle. This was due to the turnover in the Site Director position. JWB recommended that at a minimum two people at all locations be trained on data entry.

BGCS informed JWB that they will be moving away from the current MTS data system, and may be selected as a pilot for a new data collection system that was being developed by Boys and Girls Clubs of America. This was expected to occur before the close of FY19, but they were not selected for the pilot program. In the future, this change can impact their ability to submit uploads to JWB. Boys and Girls Club of America is moving ahead with the change to the data system, which will impact BGCS in FY20.

ANALYSIS OF PERFORMANCE: BGCS saw a variety of changes in their performance for this fiscal year. As previously stated, there was a change in how data was submitted to JWB starting at the beginning of FY19. This change also dictated that there be a change in how two of BGCS' performance measures were calculated: annual participation and regular attendance. In terms of annual participation, BGCS saw its lowest performance since FY16 with only 52% of participants having previously attended the program. This decline could have occurred for a few reasons, including the change in calculation. Another reason could be due to moving their Northside summer program to the local Salvation Army, which occurred to remove asbestos from the Northside facility.

Despite the decline in annual participation BGCS has seen a steady increase in regular attendance over the years. BGCS was able to increase their regular attendance by 8% since FY17, with 77% of participants attending the program 70% of the time or more. This is possibly due to the enhanced program quality and access to transportation for more participants.

In FY19, BGCS, along with all other COST providers, were evaluated on their impact on school measures including school attendance and Florida Standard Assessment (FSA) English Language Arts (ELA) and Math scores. One of BGCS' core strategic goals is promoting academic success, and with the expansion BGCS received funds to enhance this area of programming by hiring a Director of Program Services and five Certified Teachers. Despite the challenges in establishing a tutoring program, as described above, 95% of participants had no more than 18 unexcused absences from school, and 33% and 44% scored satisfactory or better on the FSA ELA and Math exams, respectively.

In addition, we also look at growth on these exams. Having high levels of growth could tell us a different story about the impact of the program. We know that BGCS is serving an at risk population – who typically underperform, and could be starting from behind. Looking at growth on the FSA allows us to examine if the academic enhancements are helping to mitigate low performance. Growth was examined by comparing the raw score on the FSA ELA and Math exams for two years. Seventy-four (74%) and eighty percent (80%) of students showed growth on the FSA ELA and Math exams, respectively.

Once a year, COST providers survey their participants to gain feedback about the program. The survey asks about program engagement, building social/emotional and leadership skills, academics, STEAM activities, healthy decision making, and goal setting. BGCS surveyed 184 out of a possible 224 eligible participants, an 82% response rate. BGCS had challenges with survey administration, and protocol was not followed; therefore, results should be interpreted with caution.

Overall, the response to the survey was positive. The most positive responses were around helping participants learn to work with other people, finishing their homework more often, and learning how to use a computer or technology. Areas of growth centered on the program helping students improve their reading, reading comprehension, writing, and math skills. While over 66% of respondents agreed that the program helped them improve these skills, these were some of the lowest scoring areas.

BGCS had a successful year, despite challenges in hiring tutors and needing to move programming to a different location. The program's continued focus on their participants achieving academic success should be demonstrated over time with the steady implementation of tutoring, "Power Hour," and access to transportation

<u>Desmon Newton</u>	Date: <u>4/21/2020</u>	<u>JoAnn DiLernia</u>	Date: <u>4/21/2020</u>
Desmon Newton		JoAnn DiLernia	
Senior Program Consultant		Senior Program Evaluator	

<u>Karen Woods</u>	Date: <u>4/21/2020</u>	<u>Karen Boggess</u>	Date: <u>4/22/2020</u>
Karen Woods		Karen Boggess	
Program Administration Manager		Program Evaluation Manager	

<u>Judith Warren</u>	Date: <u>4/26/2020</u>
Judith Warren	
Chief Operating Officer	
<u>Beth A. Houghton</u>	Date: <u>4/30/2020</u>
Beth A. Houghton	
Chief Executive Officer	



Juvenile Welfare Board

EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Community Action Stops Abuse, Inc.

Program: Domestic Violence and Peacemakers

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

PROGRAM DESCRIPTION: CASA offers a continuum of supportive services in Pinellas County for domestic violence survivors and their children, such as education, individual and group advocacy/counseling, safety planning, justice and legal advocacy, substance abuse advocacy, and information and referrals in both residential and non-residential programs. This includes a 100+ bed emergency shelter, support groups, community outreach, and peace education/ violence prevention for youth in public and private schools. A portion of the education services described above include Peacemaker services. Peacemakers provides age-appropriate violence prevention curriculum for preschool/kindergartners, 4th/5th graders, and middle schoolers south of Ulmerton Road. The program teaches peacemaking skills and how to stay safe from domestic violence.

AGENCY/PROGRAM ACCOMPLISHMENTS: CASA experienced growth in services including support for attorneys to provide direct legal support and expanded financial support from JWB for three new positions. CASA also successfully developed and/or is participating in a number of community partnerships to bring awareness to domestic violence, spread the word regarding program service availability, and create a coordinated community response to domestic violence. Furthermore, the CASA team worked to develop marketing and outreach materials to support survivors and their families navigate the criminal justice and civil court processes.

TECHNICAL ASSISTANCE: CASA and JWB staff worked collaboratively over the course of the reporting period. Discussions and technical assistance provided related to service delivery, community needs, prevention efforts, staffing alignment, staff credentialing, insurance, and finance matters.

FISCAL SNAPSHOT: DOMESTIC VIOLENCE

	FY17	FY18	FY19
Total Program Budget	\$2,442,850	\$2,728,579	\$3,370,214
JWB Allocation	\$304,487	\$520,991	\$658,191
Percent of Total Program Budget represented by JWB Allocation	12%	19%	20%
Lapse	\$3,830	\$36,897	\$125,923
Cost per Participant*	\$1,278 (\$2,442,850/1,912)	\$5,626 (\$2,728,579/485)	\$5,571 (\$3,370,214/605)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants. Prior to FY18, the cost per participant included a combination of participants served in shelter and/or outreach. FY18 and FY19 cost per participant figures include only participants in shelter.*

PARTICIPANT DEMOGRAPHICS: DOMESTIC VIOLENCE

The adult participants residing in shelter ranged from age 17 to 73. Almost 70% of the adult participants were under 40 years of age. Of the 605 total shelter resident's, 42% of them were children residing in the shelter. The children ranged from under one year old to 16 years old.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of adult participants in shelter for more than 72 hours will complete a family safety and security plan prior to leaving shelter.	98%	100%	98%	100%	98%	100%
Percent of children in shelter for more than 72 hours will be assessed prior to leaving shelter.	85%	90%	85%	99%	85%	98%

FISCAL SNAPSHOT: PEACEMAKERS

	FY17	FY18	FY19	Comments
Total Program Budget	\$310,635	\$373,677	\$361,931	FY19 amounts exclude \$36,720 transferred from subcontract to The Haven of RCS.
JWB Allocation	\$210,246	\$215,874	\$253,306	
Percent of Total Program Budget represented by JWB Allocation	68%	58%	70%	
Lapse	\$9,298	\$7,613	\$19,142	
Cost per Participant*	\$166 (\$310,635/1,876)	\$204 (\$373,677/1,836)	\$110 (\$361,931/3,291)	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS: PEACEMAKERS

Individual participant demographics for the Peacemaker participants is not collected. In FY19, 62% of the participants served were prekindergarten/kindergarten age and the remaining (38%) were in elementary, middle and high school age.

PROGRAM OUTCOMES: PEACEMAKERS

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
The Peacemaker Program Teacher Survey will be provided to each teacher receiving the Peacemaker Program in their classroom.	100%	100%	100%	100%	100%	100%

The Peacemaker Program Teacher Survey will be provided to the parent of each student receiving the Peacemaker Program in their classroom.	100%	100%	100%	100%	100%	100%
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PROGRAM MONITORING ACTIVITIES: DOMESTIC VIOLENCE

Monitoring activities in FY20 support the need for the organization's ongoing attention to staffing and service delivery within Residential services. In the final months of the reporting period, Residential services experienced turnover of the Director position who had been in place for several years. Program observations occurred simultaneous to this change in personnel. Writers of this report, program participants, and staff themselves reported challenges in service delivery both in shelter and with youth services citing mainly due to staffing turnover. Youth services were not being implemented and combined with the challenges in residential services this was all having great impact on the families and their ability to become stable. Delivery of program services was addressed with CASA leadership as there was a reorganization that was done absent JWB approval. CASA leadership worked collaboratively with JWB staff to address all of this. JWB staff monitored improvement in both residential and youth services by the end of this reporting period and will continue to monitor fidelity to service delivery.

The program was monitored by the Florida Coalition Against Domestic in Spring of 2019. The monitoring report was made available to JWB. In response to the report, FCADV implemented a Monitoring Corrective Action Plan (MCAP). In July of 2019 CASA received documentation from FCADV verifying compliance with the MCAP within the required timeframe.

JWB staff conducted administrative monitoring of CASA's personnel and volunteer files early in Q2 of FY 19. Program staff and volunteers were observed to have appropriate Level 2 clearance documentation. All individual files reviewed contained required CORE certification documentation required by FCADV. In 50% of the personnel files reviewed position titles did not align with information reported to JWB via budget documents. As a follow up to these findings, JWB staff and CASA leadership, including the new Chief Financial Officer, worked in Q4 to ensure all FY20 budget information reported to JWB was current and accurate.

DATA QUALITY: Due to laws prohibiting the release of individual-level data for individuals who are survivors of domestic violence, JWB relies solely on CASA staff to conduct internal data quality checks to ensure accuracy of aggregate information provided to JWB. Aggregate information relevant to participant demographics and performance is exported directly from CASA's internal database and uploaded to JWB regularly. As such, JWB staff are unable to view identifying participant information and therefore, a file review was not conducted for FY19.

ANALYSIS OF PERFORMANCE: During 2018, there were 6,300 domestic violence offenses in Pinellas County putting Pinellas County ranked number five for the most domestic violence offenses. All but one of the counties ranked higher had a larger population than Pinellas County. In comparison to 2017, the domestic violence offenses slightly increased (1%)¹. However, the number of incidents of domestic violence are presumably lower than the actual number due to under reporting which is known to occur often for reasons such as fear of their abuser and/or general stigma associated with domestic violence. CASA provides shelter to domestic violence survivors seeking refuge from their abusers. In FY19 CASA residential service provided refuge to a total of 605 participants (353 adults and 252 children). The average length of stay in shelter was 62 nights which was a significant decrease from last year's average length of stay of 97 nights. The FY19 average length of stay aligns

¹ Florida Department of Law Enforcement. Crime in Florida, Florida uniform crime report, 1995-2018 [Computer program]. Tallahassee, FL: FDLE. Florida Statistical Analysis Center. <https://www.fdle.state.fl.us/FSAC/County-Profiles/Pinellas.aspx>

closely with the FY17 average length of stay (68 nights) and FY16 (63 nights). This suggests that FY18 was an anomaly and the program is back to more of a norm regarding length of stay. Given that survivors are at a 75% or greater risk of being killed by their abuser after leaving the relationship, safety planning for survivors is critical.² CASA is measured on the percent of safety plans they complete with adult participants in shelter at intake or within 72 hours. The program exceeded their target of 98% by completing 100% of safety plans at intake or within 72 hours. Safety plans are individualized, realistic plans that help survivors remain safe while in a relationship, when planning to leave, or after leaving a relationship. In addition, the program exceed their target of assessing 85% of the children who are in shelter 72 hours or more by assessing 98% of children in the shelter for 72 hours or more. This assessment is in order to identify any child-specific needs to ensure appropriate supports and community referrals prior to leaving shelter.

CASA provides Non-residential services in addition to residential. In FY19, the program provided 335 outreach support groups to the community which exceeded their fiscal year goal of 300. These group were a combination of general domestic violence support groups, healing arts groups, Spanish-speaking groups, LGBTQ+ groups, and substance abuse groups. JWB staff and program staff continue to work together to identify and collect information for reporting that is in line with the additional layers of identity protection for domestic violence survivors.

PROGRAM MONITORING ACTIVITIES: PEACEMAKERS

The Peacemaker Program received increased funding in FY19 to support two full time employees to conduct programming in the elementary and middle/high schools. In addition, JWB decided to separate the provision of Peacemaker services in Pinellas County. The subcontracted portion of CASA's Peacemaker funds were reallocated directly to The Haven of RCS. There was no change in service delivery. Related, in an effort to align JWB defined programs, JWB and CASA agreed to merge the Peacemakers and Domestic Violence services into one contract for FY20. CASA Peacemakers services will continue in FY20, however, will be reflected as a service component offered through CASA's Non-Residential services versus a separate program contract.

JWB staff conducted administrative monitoring of CASA's personnel files early in Q2 of FY19. Three staff files were reviewed. Program staff were observed to have appropriate Level 2 clearance documentation. All staff had an older version of the Affidavit of Good Moral Character signed. Files did not contain credentialing documentation other than what was reported on applications.

Observations of two different staff took place during Q2. JWB staff observed the elementary and middle school components of the program. Staff followed the curriculum with fidelity and both excelled at engaging the children and sustaining their attention throughout the one hour lesson.

Staff interviews were also completed during Q2. Staff felt that prevention work was undervalued at times because it is difficult to measure, but it is necessary work. They reported appreciation and enjoyment for their job. Staff felt supported by their immediate supervisor. One staff shared that she feels the program helps the school guidance counselors because there are not enough of them for the amount of enrolled children. Additionally, staff shared a desire to update some of the comics and lessons to be more relevant for this era.

DATA QUALITY: Individual participant demographics for the Peacemaker participants is not collected. The program reports aggregate information on the number of classrooms and children served to JWB. In FY19, a file review was not conducted given the transition of contracts and additional funds added. JWB staff and program staff focused on setting up data collection processes for the newly funded components of the Peacemaker program.

² 8 United States Department of Justice, Bureau of Justice Statistics, Crime Victimization Survey, 1995.

ANALYSIS OF PERFORMANCE: PEACEMAKERS

In FY19, the Peacemakers program exceeded their targeted service levels. The program was targeted to serve 135 classrooms across all age levels and the program exceeded this goal with 153 classrooms (113%). The number of children served, a total of 3,291 was exceeded in all age groups with the following outcomes: 2050 (241%) prekindergarten/kindergarten students served, 585 (163%) elementary students, and 656 (121%) middle/high schools students. In addition, the program conducted six outreach events exceeding their goal of five outreach events.

The Peacemaker program distributes feedback surveys to teachers and parents of prekindergarten/kindergarten children receiving the Peacemaker program. The program received 335 feedback surveys from parents of children who received the program. The survey results indicated that over 90% of the parents reported that their children and they discussed the following peacemaking skills: "Let's talk", "Walk away", "Stop, Think, and Calm Down", "Use a big strong voice" and "Sharing is Caring. Largely, the majority of parents reported their children shared specific activities or tools the Peacemakers shared with their children. Several parents suggested some additional topics be covered in the curriculum such as bullying and diversity. In all, 82% of parents reported they saw a positive change in their children after they received the Peacemakers program.

The classroom teachers are also surveyed for feedback. The results of those surveys indicated that 99% of teachers reported they were satisfied with the content such as the presentation, activities, and books/songs. The survey results indicated that over 98% of the teachers reported that the program addressed the following peacemaking skills well: "Tell an adult", "Stay out of the way", "Go to a safe place"; "Use a big strong voice" and "Call 9-1-1". In addition 99% of teachers reported a positive change in the behavior of their students after the Peacemaker program.

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Karen Boggess
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Date: 4/27/2020

Judith Warren
Judith Warren
Chief Operating Officer

Date: 4/29/20



Beth A. Houghton
Chief Executive Officer

Date: 5/4/2020



Executive Summary of Program Monitoring Report

Agency: Citizens Alliance for Progress (CAP), Inc.

Program: CAP Neighborhood Family Center (NFC)

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: CAP operates the Union Academy Family Center, a Neighborhood Family Center, and the services provided are family advocacy and support (including emergency assistance), After School Program, and youth development activities. Tarpon Springs residents, especially the Union Academy Neighborhood, and other North County areas are primarily served.

Agency/Program Accomplishments:

Parent Empowerment: “Fifty-eight parents of the students in the After-School Program attended monthly Parent Workshops. These workshops offered parents the opportunity to learn how to navigate the school system and provided resources to help them better support their children academically. A few of the workshops included: Accessing the School District’s Portal and Digital Learning Resources (i.e. Clever @ home), Family Math Night, Youth Mental Health Overview and a presentation on School Choice”.

Summer Enrichment Camp: “Citizens Alliance for Progress (CAP), Inc., reportedly gave 60 children the opportunity to attend Summer Enrichment Camp to prevent summer learning loss. These students had teachers to assist them with innovative lessons, and the use of MyOn literacy program to promote reading. CAP NFC also partnered with the Pinellas County School District and successfully hosted Summer Bridge for students in grades K-2. These students also went on educational field trips”.

Academic Enhancement Program “CAP NFC also served 98 youth for the FY19 school year; 30% made the Honor Roll or Principal’s List at least once during the school year. Most of the students attended a Title 1 school. Two after-school youth participants were awarded a Take Stock in Children Scholarship”.

Technical Assistance: In FY19, technical assistance was provided to assist the Executive Director with licensure guidelines and requirements.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$813,759	\$932,808	\$967,450
JWB Allocation	\$514,590	\$632,630	\$658,939
Percent of Total Program Budget represented by JWB Allocation	63%	68%	68%
Lapse	\$4,984	\$7,565	\$4,294
Cost per Participant*	\$1,586 (\$813,759/513)	\$2,332 (\$932,808/400)	\$2,725 (\$967,450/355)

*Cost per participant information is calculated as follows: Total program budget/Total actual participants. The calculation is not representative of group or community event participants which include 1,292 adult attendees, and 801 youth attendees.

PARTICIPANT DEMOGRAPHICS:

- The proportion of male and female participants is nearly even among youth participants (52% female)
- The majority of adult clients are female (72%). However, the proportion of adult clients that are male increased from 17% in the prior year to 28% in FY19
- 51% of participants are Black/African American, 24% are White, 1% are Asian, 25% are Other
- Growth in the number of Hispanic clients has continued. In FY19 24% of participants were Hispanic, compared to 20% in previous year, and 16% two years ago
- Of the 313 participants that specified their household income, 94% have an annual household income of less than \$30,000
- 54% of participants are in a single parent female headed household
- 86% of participants live in one of the five high-risk zones

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Number of annual public events	N/A	N/A	N/A	N/A	9	6
Number of recurring group services	N/A	N/A	N/A	N/A	4	5
Percent of youth who continue in the program for more than one year	80%	48%	60%	52%	55%	57%
Percent of youth in after school program who attend 70% or more of the program days available to them	70%	84%	70%	93%	70%	90%
Percent of eligible participants who will be given the OST survey	N/A	N/A	Baseline	61%	70%	76%

Number of instances caring adults attend program events with youth participants	350	408	350	489	350	617
Percent of goals achieved for adults who receive Family Support services.	90%	78%	80%	90%	90%	85%
Number of Customer Satisfaction Surveys administered	60	411	60	94	60	90

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 5/6/2019 (Afterschool Observation)

Administrative Review Date(s): 11/29/2018, 8/2/2019

Personnel File Monitoring Date(s): 8/2/2019

In FY19, an afterschool program observation of the Citizen Alliance for Progress (CAP), Inc., occurred in the month of May. Monitoring of the CAP NFC involved a tour of the building, a brief discussion with the Executive Director, and observation of several classes of youth participants in K-5th grades. Youth were noted to be focused and staff appeared to have a good rapport with the classroom participants.

In FY19, CAPNFC pursued licensure through the Pinellas County Licensing Board (PCLB). Five out of seven program staff completed the required PCLB clock hours. CAPNFC also had a fire inspection conducted with no findings. CAPNFC had a contractual requirement to complete their licensure by September 30, 2019. However, due to various challenges, this contractual obligation was extended to March 31, 2020. One staff person still needs to achieve their Director credential. Because licensing activities have been suspended during Safe at Home orders, this deadline will be extended. JWB staff will continue to monitor adherence in obtaining licensure by the end of FY20.

ANALYSIS OF PERFORMANCE:

CAP has three prongs of service: Community, individual youth, and individual adults. The number of community events offered annually and the types of group services offered by the center are tracked and the details of events and services are reported in the GEMS data system. In past years community events and services were tracked in a single performance measure but have been separated into two measures beginning with FY19. In FY19 the events and services offered by CAP included a student Awards Night, holiday celebrations such as Breakfast with Santa, and the Martin Luther King Jr. Oratorical Contest featuring youth engaged in public speaking. Community members also have access to cooking and nutrition classes and food resources.

Just over half of youth participants are reported to stay in programming for more than one year and 90% of youth in the Academic Enrichment Program attend regularly. Regular attendance at CAP is defined as a participant enrolled in the Academic Enrichment after-school program attending 70% or more of program days available to them. This program uses a participant agreement that requires a minimum level of attendance.

Ongoing regular attendance of a program has been demonstrated in research to have a positive effect on youth development and their academics¹. In the next fiscal year, gains in math and reading performance will be analyzed for youth program participants.

Youth participants at CAP also participated in the annual Out-of-School-Time (OST) Survey which is administered to youth participants to assess programming strengths and better understand participants' experiences, outcomes, and goals. CAP was able to survey 37 out of 49 eligible participants, a 76% response rate. The responses to the survey indicate that most participants strongly agree staff cared about them, they get to try new things in the program, and that the program has helped them learn to avoid unsafe behavior.

Adult services include basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 85% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate their satisfaction with the services they received. The 90 surveys collected in FY19 demonstrate a high level of satisfaction with program services, with 96% of respondents rating services as good or excellent.

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Judith Warren
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Chief Executive Officer

Date: 5/4/2020

¹ Afterschool Alliance. (2015). Building Literacy in Afterschool, Issue Brief No. 67. Retrieved from http://afterschoolalliance.org/documents/issue_briefs/issue_building_literacy_67.pdf



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: City of Clearwater

Program: Charting the Course for Youth

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION:

The City of Clearwater (COC) was incorporated in 1915 and has since maintained a burgeoning population. COC strategic vision is for all residents to thrive in a socially and economically diverse community. The mission of the municipality is to ensure services —municipal and infrastructure— are cost effective and support an increased quality of life for its citizens.

AGENCY/PROGRAM ACCOMPLISHMENTS:

FY19 COC successfully strengthened the academic components of the CTCFY program by hiring a Family/School Liaison and tutors. The addition of the components allowed the organization to provide much needed support to academically struggling students. In addition, COC was able to forge new relationships with feeder schools in the immediate area.

TECHNICAL ASSISTANCE:

COC received ongoing technical assistance throughout the fiscal year. The technical assistance provided focused on program needs or priorities identified by JWB or COC staff. Technical assistance included but was not limited to contract administration, contract management, and data analysis.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$746,726	\$800,657	\$871,190	
JWB Allocation	\$361,791	\$406,140	\$453,032	
Percent of Total Program Budget represented by JWB Allocation	48%	51%	52%	
Lapse	\$20,671	\$70,842	\$7,1907	
Cost per Participant*	\$2,735 (\$746,726/273)	\$2,890 (\$800,657/277)	\$3,227 (\$871,190/270)	

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

In FY19, the COC provided services to 270 youth. Of those, 79% were African American, 55% were male, and 59% were between the ages of ten and 14. Half of the households reporting income had an income of \$30,000 or less, and 70% had a household arrangement of a Single Parent, Female Head of Household. The COC supports two sites: one at the North Greenwood Recreation Center and another at the Ross Norton Recreation Center. While the program can serve participants from any part of the county, the majority of participants live within walking distance of one of the two sites.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of youth who attend 70% or more of the program days.	70%	62%	70%	71%	70%	85%
Percent of participants who continue in the afterschool program for more than one year	65%	48%	65%	61%	65%	57%
Percent of students who miss less than 10% of unexcused school days	N/A	N/A	N/A	N/A	Baseline	93%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) English Language Arts (ELA)	N/A	N/A	N/A	N/A	Baseline	69%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) Mathematics	N/A	N/A	N/A	N/A	Baseline	63%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	N/A	N/A	Baseline	104%

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 5/23/19, 7/30/19

Interview Date(s): 7/31/19

Collaborative Meeting/Consultation Date(s): 10/15/18, 11/1/18, 11/8/19, 3/27/19,

Administrative Review Date(s): 12/12/18, 3/13/19, 3/21/19, 3/25/19, 4/10/19, 6/3/19, 7/12/19, 7/18/19

The Charting the Course for Youth (CTCY) Out of School Time program (OST) serves economically disadvantaged youth in the Greenwood community of Clearwater. Majority of the youth receive free or reduced lunch, and are affected by one or more risk factors that have been linked to academic challenges and poor health outcomes. According to *An Equity Profile of Pinellas County (2019)*¹, “children in Clearwater tend to have less access to educational, health, and social opportunities,” when compared to other areas of the county. The CTCY program seeks to alleviate those challenges by offering a community based afterschool and summer program that encompasses community engagement, intentional programming, broad enrichment opportunities and strong organizational infrastructure. Program activities include physical activity, academic enrichment, social/emotional development and nutrition. Miller (2003, p 1.), noted “afterschool programs can play a key in engaging youth in the learning process by providing opportunities to explore interests, gain competency in real world skills, solve problems, assume leadership roles, develop a group identity with similarly engaged peers, connect to adult roles models and mentors, and become involved in improving their communities.”² The CTCY program promotes

¹ Huang, M. (2019). *An Equity Profile of Pinellas County*. PolicyLink and PERE.

² Miller, B. M. (2003, May). Critical Hours: Afterschool Programs and Educational Success. Retrieved April 21, 2003, from <https://www.nmefoundation.org/resources/time/critical-hours-after-school-programs-and-education>

positive youth development and encourages youth to make healthy lifestyle choices by avoiding adverse behaviors that could have negative long term effects on their lives.

For FY19, CTCY made strides in supporting program participants academically. First, the organization hired the Family/School Liaison. The Family/School Liaison primary function is to bridge the gap between the recreation centers, schools that program participants attend and the parents or guardians. For example, the Family/School Liaison currently is a member of three elementary school Student Advisory Councils (SAC) and the Clearwater Achievement Council. Additionally, the Family/School Liaison assists youth with goal planning and tracks their academic progress. Secondly, CTCY staff hired two tutors to provide homework assistance and academic support. CTCY initially struggled to hire tutors, but eventually were able to successfully onboard the positions. In an effort to address learning loss, CTCY integrated the Winning Reading Boost program during the summer. Winning Reading Boost uses a multisensory, multimodal approach to literacy. The 36 step learning program combines music and a patented reading curriculum, to teach essential components of reading. The components include oral language, phonological awareness, fluency and comprehension. Certified teachers facilitated the program and provided instruction and support. According to Schwartz et. al (2010),³ although many school districts offer mandatory summer programs to students at risk of grade retention, the results of the National Summer Learning Project (NSLP) study show that many more students, including both low-income students and low-achieving ones, can benefit from voluntary summer learning programs.

CTCY has an extensive history of collaboration with various organizations in the Clearwater community. These organizations include the Clearwater Family Neighborhood Family Center, Clearwater Fire Department, Clearwater Police Department, Youth Development Initiatives and Ruth Eckerd Hall. CTCY held multiple partnership events throughout the fiscal year which focused on parent involvement and community awareness. Many of the festive events were holiday themed and well attended. For example, CTCY hosted a holiday Open House and Winter Holiday Social that allowed youth to take a picture with Santa Clause. In addition, parents were able to enjoy Christmas jingles and other entertainment at the recreation facility. Other community events featured bounce houses and live entertainment for the youth and families.

JWB staff conducted a program observation on July 30, 2019 at Dunedin High School. The collaborative event featured youth from CTCY and other OST providers. The 2019 Summer Extravaganza production featured 15 performances that focused on various circumstances like peer pressure, teen suicide, human trafficking, police brutality, gender inequity and teen pregnancy. Topics were presented in various art forms including single and group poetry, short skits and renditions. At the end of the performance, all of the participants from the collaborating organizations performed together each wearing t-shirts that represented their respective afterschool program. As a result, parents were able to see their children perform live on stage in front of friends, family and the community.

Overall, the CTCY program provides youth with variety of opportunities that support positive youth development. The program seeks to provide disadvantaged youth with a safe and nurturing environment that encourages healthily life style choices, improve social skills and academic support. CTCY staff conducts family and community engagement events to build connections with families and community partners. Throughout the year, CTCY staff implemented various strategies to improve the overall program experience for the youth and parents.

³ Schwartz, H., Sloan McCombs, J, Catherine H., Augustine, C., Leschitz, J. (2018), Getting to Work on Summer Learning: Recommended Practices for Success, 2nd Ed. RAND Summer Learning Series, RAND Corporation.

DATA QUALITY:

File Review Date(s): 7/26/2019; Overall Data Quality: 94%

Over the last three years, CTCY has progressively improved their data quality, as well as the quality of their participant files. The most recent file review consisted of ten randomly selected files of both open and closed participants. During the review only minimal errors were noted; though these did include two consent forms being improperly dated. The files were strengthened by the inclusion of the “Parent Understanding of After School Policies” form. A newly developed form that laid out a clear policy for attendance, the use of cell phones during programming, and the plan for activities on rainy days. With this form, it was clear the types of activities participants were involved in while at the program. The development of this form was a strong addition to their participant files.

Although the program continued to improve on their data quality, there were a few areas for improvement – consistent documentation, establishing an enrollment process, and improving their attendance sheets. The files were inconsistent around documentation including a signed disciplinary policy, proof of income, and the participant’s report card. The disciplinary policy clearly lays out the expectations of a participant’s behavior while in the program. This enhances the program, and establishes structure before the participant is even enrolled. Additionally, the quality of the program is able to be maintained since all participants agree to the same policy. CTCY should ensure all participants are receiving and signing this form. Proof of income is required for all participants in the summer program. The COC charges a \$50 registration fee at the beginning of the summer, which can be reduced or waived for families who cannot afford it. This is only available with a proof of income. Lastly, the collection of report cards has a dual purpose: confirming that the participant goes to a Pinellas County school and serving to inform the program of the educational needs of the participant. This is especially important due to enhanced educational programming and the availability of tutoring. Inconsistent documentation of these items could lead to participants not understanding what is expected of them, not receiving services that best meet their needs, or paying a fee that they cannot necessarily afford. JWB recommended three things to strengthen this process: establishing a checklist to attach to their registration forms so that every family registering their child knows what is needed, setting up a process to ensure all documentation is submitted when the registration is first collected by the front desk staff, and conducting their own internal file audit at least once a year.

The second area for improvement was establishing a process for enrollment. This would also support CTCY’s process for opening participants in GEMS, an area in which the program had some challenges. During the review, it was difficult to determine the methodology used to open participants. The dates on the enrollment forms were sometimes reflective of a participant’s very first episode – even if it was closed – other times it was the most recent episode. JWB recommended the use of a closure form that would be able to track a participant’s movement in and out of the program. A sample document was supplied and CTCY was encouraged to use this document as a template to create something that worked best for them. CTCY stated that this document would be implemented during the next registration period.

The last challenge that CTCY had during the file review was the attendance records. In some cases multiple different attendance records were used for the same week. It was not clear which was the “master” list, and being used to document attendance in GEMS. JWB recommended that they develop a “master” attendance sheet that is used and considered the source of truth for all attendance information. JWB also recommended that all attendance sheets be filed by week and month to keep it organized, and each sheet should have a date on it in the event that it is separated from the master. CTCY stated that they would work on developing and implementing a process around this.

Overall, the data for the program has improved over time. Further developing processes around these last few areas will continue to bolster their data quality.

ANALYSIS OF PERFORMANCE:

Like many of the other OST programs, CTCY saw a variety of changes in their performance for this fiscal year. This included a decrease in their annual participation, but an increase in the percent of participants attending the program regularly. CTCY saw a 7% decline in the percent of participants having been served by the program for more than one year. There is no discernable cause for the decline, but it seems to have been a trend for many OST providers. Alternatively, CTCY has seen a steady increase in regular attendance over the years. CTCY was able to increase their regular attendance by 32% since FY17, with 82% of participants attending the program 70% of the time or more. This is possibly due to the enhanced programming and better data quality.

In FY19, CTCY, along with all other COST providers, were evaluated on their impact on school measures including school attendance and Florida Standard Assessment (FSA) English Language Arts (ELA) and Math scores. Research shows that if you regularly attend an out of school time program you are more likely to attend school regularly and have better academic outcomes⁴. As stated, during the expansion, CTCY received funds to hire a Family-School Liaison to help facilitate the interaction between the program, school, and family. The goal was to wrap around a child to ensure they received the support they needed. In addition, they received funds to hire tutors, and implemented a summer reading program called Winning Reading Boost. As with other OST programs, hiring a tutor was challenging at first, but the program was able to staff the positions and provide the participants with the support they needed. Winning Reading Boost was implemented over the summer, and the influence of this program on FSA ELA scores will not be seen until FY20. Despite the challenges that were faced, 93% of participants had no more than 18 unexcused absences from school. FSA ELA scores were low (17% scoring satisfactory or better) even though participants were supported in a number of ways. When speaking with CTCY they were surprised with the low results, and stated they were going to use this information to take a closer look at the programming. Additionally, 35% scored satisfactory or better on the FSA Math exams.

In addition to examining the percentage of students scoring satisfactory or better on the state exams, we also look at growth. Having high levels of growth could tell us a different story about the impact of the program. We know that CTCY is serving an at risk population – who typically underperform, and could be starting from behind. Looking at growth on the FSA allows us to examine if the educational enhancements are helping to mitigate low performance. This is done by comparing the raw score on the FSA ELA and Math exams for two years. Sixty-nine (69%) and sixty-three percent (63%) of students showed growth on the FSA ELA and Math exams, respectively.

Once a year, COST providers survey their participants to gain feedback about the program. The survey asks about program engagement, building social/emotional and leadership skills, academics, STEAM activities, healthy decision making, and goal setting. CTCY was able to survey 56 out of a possible 54 eligible participants, a 104% response rate. The response rate being greater than 100% is due to errors in administration of the survey. Eligibility is determined by the participants grade (3rd or higher), length of enrollment (at least 6 months), and status during administration (must be actively attending). A list of potential eligible participants – based on the first two factors – is supplied to the program. From there all participants who are currently active should be

⁴ Mccombs, J., Whitaker, A., and Yoo, P. (2017). The value of out-of-school time programs [PDF]. Retrieved from <https://www.wallacefoundation.org/knowledge-center/pages/the-value-of-out-of-school-time-programs.aspx>.

surveyed. In the case of CTCY, a number of participants who were not on the eligibility list took the survey and signed the eligibility list. These participants were selected for inclusion based off of the organizations understanding of the eligibility criteria, and when reviewing the results of the survey this should be taken into account. Seventy-seven percent (77%) of participants surveyed were in fifth through ninth grade. Fifty-seven percent (57%) of survey respondents were male, and sixty-two (62%) percent initially enrolled in the program between third and sixth grade. The overwhelming response to the survey was positive with over 90% of respondents agreeing that the program was engaging in all aspects (doing new things, caring staff, and having fun) and the program helped them learn how to respect and work with other people. Anywhere from 82 to 96% of respondents agreed that the program helps them in academic areas (homework, reading, and math), but this is not correlated with high scores on the FSA exams indicating some sort of disconnect between the program and test taking. Additionally, the area with the lowest positive response rate was about learning healthy eating habits. According to the Pinellas County Schools website⁵, core concepts of middle school health education include “community health, consumer health, environmental health, family life, mental and emotional health, injury prevention and safety, nutrition, personal health, prevention and control of disease, and substance use and abuse.” With the majority of CTCY’s participants enrolled in middle school incorporating nutrition education into the program would be a good way to compliment what the participants are learning in school. Every day participants receive a snack during the program, while this is typically supplied through the USDA’s Food and Nutrition Service, this could also be an opportunity for participants to learn about how to make healthy snacks. There are a number of free online curricula⁶ that can be used to educate participants about how to read nutrition labels, make decisions about food options, understanding the food plate, etc. all of which could be used while the participants are making their snack for the day. This would be an interactive way of learning about healthy choices. Another way could be to participate in World Food Day⁷ on October 19th. Participants can learn about what hunger and nutrition around the world, and discuss food insecurities in their own neighborhoods. These activities could be multipurpose, and a number of curricula also incorporate language arts and math competencies as well.

While CTCY has continued to strengthen their program over the years there is room for improvement, which is a focus for the organization. With the continued work of all the staff, we believe that CTCY will continue to support the participants in their program.

⁵ Pinellas County Schools. *Health Education*. <https://www.pcsb.org/Page/24873>

⁶ Healthy Food Choices In Schools. (June, 2019). *Eat It Up: Afterschool Program Resources*. <https://healthy-food-choices-in-schools.extension.org/eat-it-up-afterschool-program-resources/>

⁷ Oxfam. *World Food Day*. <https://www.oxfamamerica.org/take-action/events/world-food-day/>

Desmon Newton Date: 04/28/20 JoAnn DiLernia Date: 4/28/2020
Desmon Newton JoAnn DiLernia
Senior Program Consultant Senior Program Evaluator

Karen Woods Date: 4/28/2020 Karen Boggess Date: 4/28/2020
Karen Woods Karen Boggess
Program Administration Manager Program Evaluation Manager

Judith Warren Date: 5/1/2020
Judith Warren
Chief Operating Officer

Beth A. Houghton Date: 5/2/2020
Beth A. Houghton
Chief Executive Officer



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: City of St. Petersburg

Program: TASCO Center Based Teen Programs-OST

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: TASCO (Teen Arts, Sports, and Cultural Opportunities) Center Based Teen Programs reaches out to youth in grades fourth through eighth promoting youth leadership. TASCO offers academic enrichment, overlay programs, sports leagues and technology programs. Activities are planned with the assistance of a teen council. Every participant has a certified teacher and behavior specialist available to assist with decision making, life choices, homework, tutoring and facilitate learning activities.

AGENCY/PROGRAM ACCOMPLISHMENTS: For FY19 TASCO hosted the annual Mayor's Youth Conference. The Mayor's Youth Conference provides youth access to the inner working of city government and fundamentals of government operations. Youth from 11 TASCO Teen Councils participated in activities including community service projects, researched bills and attended civic engagement events. As a result, youth were able to meet with Mayor Kriseman and gained insight regarding the legislative process. For the 2019 TASCO college trip, twenty six (26) youth visited colleges in Tallahassee and received a tour of the Capital.

TECHNICAL ASSISTANCE: TASCO received ongoing technical assistance throughout the fiscal year. The technical assistance provided focused on program needs or priorities identified by JWB or TASCO staff. Technical assistance included but was not limited to contract administration, contract management, and data analysis. Specific technical assistance included recommendations regarding methodology review and financial oversight.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$3,585,496	\$3,647,268	\$3,893,620	
JWB Allocation	\$1,897,014	\$1,985,687	\$2,088,773	
Percent of Total Program Budget represented by JWB Allocation	53%	54%	54%	Percentage of total budget is an estimate. JWB funding is approximately 33% according to recent P&L's
Lapse	\$9,397	\$10,873	\$8,795	
Cost per Participant*	\$2,561 ($\$3,585,496/1,400$)	\$2,556 ($\$3,647,268/1,427$)	\$2,777 ($\$3,893,620/1,402$)	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS: In FY19, TASCO provided services to 1,402 youth. Participants were evenly split between male and female. The program focuses on middle school age, but reserves some spots for participants in third through fifth grade. This made up 7% of the participants served. A little more than half of the participants served are African American, and another third are white. Forty-nine percent of households had an annual income of less than \$30,000, and 63% had a household arrangement of a Single Parent, Female Head of Household. While 63% of participants lived within high risk zones, JWB is moving to using the Child Opportunity Index in future years to ensure program are targeting participants in the most needed areas.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of participants who continue in the afterschool program for more than one year	50%	61%	50%	57%	50%	60%
Percent of youth who attend 70% or more of the program days.	70%	71%	70%	71%	70%	72%
Percent of students who miss less than 10% of unexcused school days	N/A	N/A	N/A	N/A	Baseline	94%
Percent of students who achieve 50% or more of their academic goals established at intake.	Baseline	92%	90%	98%	90%	96%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) English Language Arts (ELA)	N/A	N/A	N/A	N/A	Baseline	70%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) Mathematics	N/A	N/A	N/A	N/A	Baseline	67%
Percent of students with no more than one school suspension (middle and high school only)	N/A	N/A	N/A	N/A	Baseline	77%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	N/A	N/A	Baseline	92%
Each site will participate or coordinate an average of 12 community engagement events per site	132	140	132	158	132	149

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 8/20/19, 8/21/19, 8/26/19

Interview Date(s): 8/20/19, 8/21/19

Collaborative Meeting/Consultation Date(s): 12/12/18, 1/15/19, 4/2/19, 4/10/19, 5/29/19, 7/24/19

Administrative Review Date(s): 11/20/18, 11/30/18, 12/3/18, 12/10/18, 1/16/19, 3/7/19, 3/13/19, 3/25/19

Financial Monitoring Date(s): 4/16/19

The TASCO program is implemented at eleven recreation centers in St. Petersburg. The afterschool and summer focuses on six (6) core concepts — drug resiliency, community service, purposeful and meaningful activities,

positive family interaction, educational and career development, and positive role modeling — that seek to increase the quality of life for the youth that are enrolled into the program. TASCO provides teens with opportunities to participate in a range of enrichment activities. These activities include but are not limited to competitive recreational sports leagues, community involvement projects, and special events. In addition, the program offers homework help and tutoring that is delivered by certified teachers. Every TASCO location has a teen counsel, which affords youth the opportunity to plan program activities. In addition, TASCO collaborates with various local business and community based organizations throughout the year such as the Florida Credit Union, St. Petersburg College, and the St. Petersburg Police and Fire departments.

On August 20, 2019 JWB program conducted a program observation at Lake Vista recreation facility. At arrival JWB staff was greeted by TASCO staff and received a tour of the facility. After the tour, JWB staff conducted staff interviews with the behavioral specialists assigned to the site. Behavioral specialists were added to the program model to assist direct care with youth that exhibited challenging or inappropriate behaviors. According to TASCO staff, due to limited resources, behavior specialist are shared among the eleven (11) sites. For example, one behavioral specialist rotates between three sites. TASCO staff reports it would be ideal to have one behavior specialist assigned to each site during the school year and summer to best meet the need. Behavioral specialist work with youth in groups, or individually depending upon the situation. For instance, if a youth had a tough day at school and while in the program, began to demonstrating negative behaviors. The behavior specialist would take the youth aside and provide behavioral support. Typically, groups are discussion based, and focus on topics like overcoming peer pressure, effective ways of dealing with cyber bullying, and overcoming social media challenges. Group discussions occur once or twice a week and last approximately an hour, depending upon the topic. In most cases, youth are referred to the behavioral specialists by direct care staff or identified through monitoring of the youth population. According to Halle et. al. (2009), “as early as 24 months, children in low-income families have been found to show lags in cognitive and behavioral development compared to their peers in higher-income families.”¹ Many of the youth that attend the TASCO program reside in high risk neighborhoods. As a result, they are more likely to be exposed to trauma and exhibit maladaptive behaviors. With this in mind, providing access to behavioral supports could potentially decrease or eliminate negative behaviors. In addition, positive coping techniques can be taught to deal with traumatic circumstances. Behavioral specialist work with both elementary and teen participants at the recreation facilities. In addition, they meet with parents and guardians on an ongoing basis to build rapport and provide updates regarding student behavior.

JWB staff also observed teens working with the education specialists. Education specialists are certified teachers, and in most cases, two are stationed at each site. On average, education specialist work with elementary and teens who may need academic support. However, a teen not experiencing academic challenges can receive tutoring or homework assistance. For example, education specialist also assist youth with school projects. In addition, education specialist attend monthly staff meetings and coordinate communication between direct care staff and parents. JWB staff observed youth in the Teen room working with tutors completing homework assignments and coordinating the next rotation with direct care staff. Research shows that children with one or more risk factors have been linked to academic failure and poor health.² TASCO seeks to increase academic achievement amongst program youth by providing access to educational specialists. After homework assistance and tutoring, youth rotated outside for snack and socializing with peers. Direct care staff reports the students were preparing for Hispanic Heritage month and were in the process of deciding the activity.

At the conclusion of the program observation, JWB staff briefly interviewed parents picking up their children from the recreation center. In most cases, parents reported to have been sending their child to the TASCO program

¹Halle, T., Forry, N., Hair, E., Perper, K., Wandner, L., Wessel, J. & Vick, J. (2009). Disparities in Early Learning and Development: Lessons from the Early Childhood Longitudinal Study – Birth Cohort (ECLS-B). Washington, DC: Child Trends.

² Evans, G. W. (2004). The environment of childhood poverty. *American Psychologist*, 59(2), 77-92.

for a number of years and enjoyed working with the program staff. Many of the parents reported that the TASCO program provides a safe place for their kids after school while they are working. Furthermore, they acknowledged that they have recommended the program to friends and families. According to Vandell et. al. (2007), working parents miss up to eight (8) days per year over concerns about afterschool care. This costs businesses up to \$300 billion per year nationally in decreased worker productivity.³ As a result, consumer spending is impacted, which could lead to negative economic implications locally and nationally.

For FY19, TASCO maintained substantial compliance status with the Pinellas County Licensing Board (PCLB). Throughout year the year, all facilities inspected by PCLB passed inspection and was deemed compliant in all areas. Substantial compliance is a level of adherence which is sufficient to safeguard the health, safety, and well-being of all children in care. It aligns with PCLB standards but is not required by law. The designation of substantial compliance is based on the population that is served. Specifically, if the site serves middle school or high school students, JWB mandates the organization to adhere to substantial compliance guidelines. Inspections include an array of items including but not limited to supervision of staff, personnel file review, assessment of physical environment and safety, health, and sanitation.

Overall, the TASCO program strives to implement several essential protective factors at all sites. Theses protective factors include but are not limited to support and boundaries, career development, guidance during critical stages in life, and excellence in school. Program activities throughout the school year and summer incorporate six (6) central concepts— drug resiliency, community service, purposeful and meaningful social opportunities, positive family interaction, educational and career development and role modeling — in an effort support positive youth development.

DATA QUALITY: File Review Date(s): 5/14/2019; Overall Data Accuracy Score: 100%

A file review was conducted with TASCO including the Program Supervisor and two Recreation Assistants. A total of 19 files – both open and closed participants – were randomly selected and reviewed for accuracy of information and consistency between the file and GEMS. Upon arrival, all files were available, well organized, and contained all necessary information and consents. The consistency of information between the participant file and GEMS was exceptional and no errors were found. This was the case for the second consecutive year. TASCO has a long standing data quality manual, which is reviewed annually to update and revise their processes. The program enrollment form delineates all required fields, and staff are trained to only accept documentation that is fully filled out. In addition, the re-enrollment process is done through a verification of information already in GEMS. Lastly, TASCO has multiple data entry positions, who are responsible for the entry and maintenance of participant information. These three practices results in the maintenance of strong data quality.

ANALYSIS OF PERFORMANCE: TASCO remained steady in their programmatic performance this year. Although there were some slight variations in the performance, this seemed to be normal annual fluctuations. TASCO saw 60% of their participants returning from the prior year – a 5% increase from FY18, and slightly higher than the 3 year average of 59%. Additionally, 72% of TASCO participants attended 70% of program days or more. This is the highest rate since FY16. TASCO typically sees an attendance rate of 71%. While not a significant increase from prior years, considering the programs main focus on middle school students, regular and long term attendance is a testament to TASCO’s engaging and quality programming.

In FY19, TASCO, along with all other COST providers, were evaluated on their impact on school measures including Florida Standard Assessment (FSA) English Language Arts (ELA) and Math scores, school attendance,

³ Vandell, D. L., Reisner, E.R., & Pierce, K.M. (2017). Outcomes Linked to High-Quality Afterschool Programs: Longitudinal Findings from the Study of Promising Afterschool Programs. Report to the Charles Steward Mott Foundation.

and school behavior. TASCO has had Certified Teachers working at their locations for a number of years, and acted as a pilot for implementing academic instruction in OST programming. In FY19, the tutoring program helped 96% of their students set and achieve academic goals throughout the year. Academic goals range from keeping school assignments organized to improving grades in a specific subject. With this support 36% and 37% scored satisfactory or better on the FSA ELA and Math exams, respectively.

In addition to examining the percentage of students scoring satisfactory or better on the state exams, we also look at growth. Having high levels of growth could tell us a different story about the impact of the program. We know that TASCO is serving an at risk population – who typically underperform, and could be starting from behind. Looking at growth on the FSA allows us to examine if the academic enhancements are helping to mitigate low performance. This is done by comparing the raw score on the FSA ELA and Math exams for two years. Seventy (70%) and sixty-seven percent (67%) of students showed growth on the FSA ELA and Math exams, respectively.

When looking at school attendance, we know from research that regular attendance in an afterschool program is correlated with regular attendance in school⁴. While 72% of the participants attended the program regularly, as previously stated, 94% missed no more than 18 unexcused school days. Similarly, having access to a Behavioral Specialist in the program could have helped mitigate behavioral issues in school. During the expansion, TASCO was awarded funds to hire four Behavioral Specialists. Each specialist was assigned to cover three locations and rotate their work throughout the week. Having access to these staff have helped 75% of participants receive no more than one in- or out-of-school suspension.

Once a year, COST providers survey their participants to gain feedback about the program. The survey asks about program engagement, building social/emotional and leadership skills, academics, STEAM activities, healthy decision making, and goal setting. TASCO surveyed 591 participants out of a possible 595 eligible participants, a 92% response rate. The overwhelming response to the survey was positive with over 91% of respondents stating that have fun at the program, 90% state the program taught them how to work with others, and 88% stated the program helped them avoid unsafe behavior. While 82% of participants agreed that the program helps them complete their homework more often, on average, only 73% of participants agreed that the program helped them with their reading, writing, and math skills. Similar results were reported in the OST survey last year.

Lastly, TASCO focuses and aims to build a sense of community responsibility within their participants. This is done through a variety of community service events such as cleaning street blocks, painting facilities, or collecting food for donation. Each year, TASCO aims to conduct 12 community service events at each of its 11 locations. In FY19, each site held an average of 13 community service programs.

Overall, TASCO continues to remain a strong program. Participants and families are regularly engaged, and continue accessing the program year after year. Strengthening the tutoring component of the program will only increase the success of the participants.

⁴ McCombs, J., Whitaker, A., & Yoo, P. (2017). *The value of out-of-school time programs*. Rand Corporation.

Desmon Newton Date: 4/27/2020 JoAnn DiLernia Date: 4/27/2020
Desmon Newton JoAnn DiLernia
Senior Program Consultant Senior Program Evaluator

Karen Woods Date: 5/4/2020 Karen Boggess Date: 4/27/2020
Karen Woods Karen Boggess
Program Administration Manager Program Evaluation Manager

Judith Warren Date: 5/1/2020
Judith Warren
Chief Operating Officer

Beth A. Houghton Date: 5/4/2020
Beth A. Houghton
Chief Executive Officer



Executive Summary of Program Monitoring Report

Agency: Family Resources, Inc.

Program: Safeplace2B

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

Brief Program Description:

SafePlace2B facilities are centers which work to reunite vulnerable youth and their families. These short term shelters are a crisis and early intervention program for vulnerable youth between the ages 10-17 who are running away from home, are homeless, or are at risk due to a breakdown of relationships in the family. The program provides temporary shelter, food, clothing, counseling, life skills training, and follow-up contact based on individual needs and circumstances.

Agency/Program Accomplishments

A particular highlight for FY19 was the North Shelter receiving the annual award as Best Care Provider from the Florida Network of Youth and Family Services. This award is bestowed on providers in recognition of the provision of quality care and successful therapeutic interventions in a milieu that promotes the safety and well-being for youth and staff alike.

Technical Assistance:

In recognition of the importance of engagement in aftercare services in relationship to maintaining stability and reducing recidivism rates a new performance measure was added to the FY19 contract. This measure captures data on participants who received at least one community-based referral prior to or upon discharge and remained engaged with this service as verified by the program's standard 30-day follow-up contact with families following discharge. A collaborative meetings was held to provide technical assistance around consistent data entry practices in the JWB GEMS system related to the addition of the aforementioned performance measure.

Fiscal Snapshot:

Total Program Budget	FY 17 \$1,749,476	FY 18 \$1,860,218	FY19 \$1,915,810	Comments
JWB Allocation	\$300,612	\$309,630	\$318,919	Capital Award of \$111,822 for FY 17
Percent of Total Program Budget represented by JWB Allocation	16%	16%	17%	
Lapse	\$111	\$1	\$0	Capital Award Lapse of \$111 for FY 17
Cost per Participant*	\$5,433 \$1,749,476/322	\$6,200 \$1,860,218/300	\$6,261 \$1,915,810/306	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

Participant Demographics:

The program served slightly more males (53%) than females (47%). Upon shelter entry, nearly 60% of the youth resided in a single-parent head of household. Youth ranged in age from 10 to 17 years with more than half (57%) between the ages of 13 and 15 years. This population profile mirrors that of the prior FY which speaks to the challenges experienced by youth and their families in early adolescence.

Program Outcomes:

Performance Measure Description	FY 17		FY 18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children completing services will not have a new adjudication or adjudication withheld for delinquency or criminal offense within 180 days of case closure as measured by independent verification with Odyssey.	85%	100%	85%	100%	90%	100%
Percent of youth completing services will report attending school regularly at 30-day follow-up.	75%	89%	75%	79%	80%	70%
Percent of youth completing services will report living at home at 30-day follow-up.	90%	87%	90%	95%	90%	93%
Percent of youth completing services will report attending school regularly at 60-day follow-up.	75%	89%	75%	77%	80%	71%
Percent of youth completing services will report living at home at 60-day follow-up.	90%	92%	90%	95%	90%	94%

Performance Measure Description	FY 17		FY 18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children who received at least one community-based referral prior to or upon discharge with which the program could verify connection to aftercare services at 30-day follow-up.	N/A	N/A	N/A	N/A	Baseline	64%

**Performance is typically measured on full fiscal years and on the total population served.*

Program Monitoring Activities:

- A critical aspect of each shelter's placement, treatment and discharge planning process rests in the context of conducting weekly Team Meetings to assess each participants' individualized difficulties, progression over the course of placement, presenting obstacles that may impede discharge and to examine aftercare service needs in an effort to achieve stability and sustainability in the community. Studies have concluded that increased intervention effectiveness and overall improved outcomes are achieved when team meetings act as the centerpiece model of care for group care settings.¹ Moreover, the research literature emphasizes the importance of such meetings as vehicles to promote the reduction of recidivism rates in relationship to out of home placements.² Observations of these treatment team meetings have proven to provide JWB staff with valuable insights into the specific characteristics of the population served alongside an ecological perspective into the systemic landscape of the community's system of care. As such, observations of these treatment team meetings have been incorporated into standard program monitoring activities. During FY19 JWB staff directly observed two separate Team Meetings at each of the North and South shelter sites. A combined total of 12 cases were reviewed between these meetings. Akin to previous observations both team meetings were viewed as being well structured with close attention provided to the overall needs of each program participant.

The observation at the North Shelter team meeting uncovered themes of slightly elevated rates of youth requiring longer term residential care. According to program staff this has been a relatively new phenomenon for this fiscal year, mainly isolated to older youth. Program staff primarily attributed these occurrences to be related to prolonged parent-child/youth relational difficulties amidst highly conflicted family systems. In a similar fashion to previous observations JWB found the prevalence of mental health difficulties, for both program participants and family members, to be striking. During each of the team meetings, JWB staff found the prominence of mental health difficulties among the youth served to be noteworthy. Program staff confirmed that the majority of the children and youth served at the shelters were either currently involved with or had previously been engaged in some type of mental health service. Although in general program

¹ James, S. (2011). What works in group care? A structured review of treatment models for group homes and residential care. *Children and youth services review*, 33(2), 308-321.

² Leichtman, M. (2006). Residential treatment of children and adolescents: Past, present, and future. *American Journal of Orthopsychiatry*, 76(3), 285-294.

staff did not report any specific systemic challenges related to accessing aftercare mental health services it was reported that families were often found to be inconsistent in relation to engaging with such services following discharge.

- A staff interview was conducted with the North Shelter Case Manager who has worked for the program for approximately 5 years. The Case Manager holds a Bachelor's Degree in Psychology and is pursuing a Master's Degree in Mental Health Counseling. Over the course of the interview the Case Manager articulated a clear appreciation of her role in providing individualized forethought to after care needs during each participants' placement and actively engaging both family members and community providers in the discharge planning process.

The Case Manager described a number of innovative initiatives directed at creatively motivating participants' academic and educational interests. In particular, the development of a World Traveler Program that is structured around the study of a different country each week involving the viewing of each country through live webcams and maintaining a written journal of these virtual travel experiences. One highlight of this program included communication with a classroom in South Korea and a police department in Australia. Another educational and life skills development initiative included the implementation of the *I-Path* curriculum that allows youth to explore differing life outcomes by assuming the role of a fictitious character and then being posed with various scenarios where each choice may lead to a different outcome.

Over the course of the interview JWB staff were impressed by the Case Manager's novel approaches to engaging program participants during placement and her robust position as to the imperative of advocacy in relation to securing either community resources or services in order to facilitate successful discharges.

File Review Date(s): 2/6/18 (South Shelter) and 2/9/18 (North Shelter)

Annual participant file reviews are completed for the purposes of ensuring data integrity, accuracy of information, qualitative standards of documentation and programmatic methodology fidelity. For FY19 a total of 18 participants files were randomly selected, divided evenly between each site. Overall, the North Shelter demonstrated a data accuracy rate of 93% with the South Shelter demonstrating a data accuracy rate of 92%. These results confirm a relative maintenance of overall data integrity over the last two fiscal years. At a qualitative level the South Shelter file reviews revealed improvements in the standards of progress notes, treatment plans and discharge summaries in comparison to the previous fiscal year's review.

Analysis of Performance:

Program performance is measured through verification of youth having no new criminal offenses within six months post shelter exit, and following up at 30- and 60- days after case closure to determine status of school attendance, living arrangement, and connection to aftercare services. In FY19 the program began measuring youth connection to aftercare services within 30 days of shelter exit. Particularly strong performance was evidenced in the prevention of delinquent/criminal offenses thereby exceeding the established target. Another robust area of performance was in the measure of youth remaining at home at 60 days following discharge with the program exceeding the proposed target. Having exceeded the school attendance measures each of the last three years, the target was increased in FY19. However, FY19 school attendance outcomes decreased and were the lowest on record.

Targeted service level goals were met for FY19. A total of 306 youth were served across two shelter locations with 44% (134) served at the North Shelter and 56% (172) served at the South Shelter. The average length of shelter stay was approximately 18 days; a decrease of one day from FY18. Median length of stay was 14 days. According to program staff, factors contributing to longer lengths of stay include an observed

increase in the number of homeless youth and chronic parent-child conflicts that often make reunification problematic.

Research has shown that ongoing connections to aftercare services are critical determinants for establishing and maintaining long term positive behavioral change for both youth and their families.³ Research shows that youth with mental health treatment needs, similar to the participant population served by the shelters, actually present with the highest risk factors within the first 30 days following discharge and remain at an elevated risk for up to 90 days.⁴ For FY19, a data collection mechanism was created which will allow for a comparison of participants who connected to aftercare services, or not, and those who returned to shelter placement. This enhancement is aimed towards the reduction of shelter recidivism rates and supporting ongoing connections to services.

Paul Webb Date: 4/22/20

Paul Webb

Senior Program Consultant

Patrick Pidgeon Date: 4/22/20

Patrick Pidgeon

Senior Program Evaluator

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Karen Woods

Program Administration Manager

Karen Boggess Date: 4/22/2020

Karen Boggess

Program Evaluation Manager

Judith Warren Date: 4/26/2020

Judith Warren

Chief Operating Officer

Beth A. Houghton

Beth A. Houghton

Chief Executive Officer

Date: 4/30/2020

³ Nebbitt, V. E., House, L. E., Thompson, S. J., & Pollio, D. E. (2007). Successful transitions of runaway/homeless youth from shelter care. *Journal of Child and Family Studies*, 16(4), 545-555

⁴ James, S., Charlemagne, S. J., Gilman, A. B., Alemi, Q., Smith, R. L., Tharayil, P. R., & Freeman, K. (2010). Post-discharge services and psychiatric rehospitalization among children and youth. *Administration and Policy in Mental Health and Mental Health Services Research*, 37(5), 433-445.



Executive Summary of Program Monitoring Report

Agency: Greater Ridgecrest Area Youth Development Initiatives, Inc. (GRAYDI)

Program: GRAYDI Neighborhood Family Center (NFC)

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: GRAYDI is a neighborhood family center located in the Ridgecrest community of unincorporated Largo. The primary ZIP codes served are 33774, 33770, & 33778. GRAYDI began in 2005 as a youth development initiative of JWB and is now a provider of services that support healthy youth development, healthy families and self-sufficiency. Services include tutoring, homework help, after-school programs, summer camps, family support, and community events.

Agency/Program Accomplishments:

In FY 19, GRAYDI successfully increased afterschool program enrollment from the previous fiscal year, during their staffing transition. Additional accomplishments included increase community partnerships and the obtainment of accreditation through the Council of Accreditation (COA).

Technical Assistance:

Significant technical assistance was provided to GRAYDI in FY19 due to staff turnover and agency challenges in entering both youth and adult data in a timely and consistent manner. GRAYDI staff were able to catch up on data entry prior to the end of the fiscal year. Further support included ongoing meetings to address program budgeting practices, outreach, and staff turnover.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$403,777	\$499,402	\$594,661
JWB Allocation	\$385,462	\$474,087	\$529,061
Percent of Total Program Budget represented by JWB Allocation	95%	95%	89%
Lapse	\$23,917	\$8,723	\$0
Cost per Participant*	\$2,321 (\$403,777/174)	\$2,854 (\$499,402/175)	\$3,418 (\$594,661/174)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants. The calculation is not representative of group or community event participants which include 3,798 adult attendees, and 3,251 youth attendees.*

PARTICIPANT DEMOGRAPHICS:

- Among youth participants, 50% are female; among adult participants 95% are female
- Seventy-four percent (74%) of participants are Black/African American, 18% are White, 0% are Asian, 9% are Other
- Twelve percent (12%) of participants are Hispanic
- Of the 127 participants that specified their household income, 96% had an annual household income of less than \$30,000
- Seventy-two percent (72%) of participants are in a single parent female headed household
- Sixteen percent (16%) of participants live in one of the five high-risk zones, 72% of participants live in 33770, 33774, or 33778 ZIP codes. This area is immediately south of the nearest high-risk zone.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Number of annual public events	N/A	N/A	N/A	N/A	3	6
Number of recurring group services	N/A	N/A	N/A	N/A	6	8
Percent of youth participants who continue in the program for more than one year	80%	60%	80%	73%	65%	58%
Number of participants receiving the OST survey*	N/A	N/a	Baseline	85%	80%	64%
Number of instances where youth participants have caring adults attend program events	19	70	95	108	95	0
Percent of youth who attend 70% or more of the program days	70%	74%	70%	70%	70%	69%
Percent of goals achieved for adults who receive Family Support services.	80%	100%	80%	71%	80%	94%
Number of Customer Satisfaction Surveys administered	12	0	50	50	50	53

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 8/1/2019 (Summer Program Observation)

Interview Date(s): 8/1/2019 (Youth Services Program Manager)

Collaborative Meeting/Consultation Date(s): 12/21/2018, 1/7/2019, 1/23/2019, 7/16/2019

Administrative Review Date(s): 11/28/2018

Personnel File Monitoring Date(s): 6/20/2019

Summer Program Observation:

In August of FY19, a summer program observation of GRADYI NFC was conducted. Youth were engaged in dual activities to include a jigsaw picture creation and affirmation assignment. Participants were in kindergarten through the first grade, staff to youth ratios were 2:13. The (T)rue (H)elpful(I)nspiring(N)ecesarry(K)ind project was designated as a method for program participants to

recite, recall, and reaffirm the meaning of the word.

The Great Explorations Museum staff facilitated the second group's learning process. Youth participants utilized various shapes and pictures to create a final product. Throughout the day, participants worked pleasantly in pairs and independently. Positive affirmations to promote summer learning, education, and positivity were also seen throughout the area observed. Evidence of safety rules, a fire drill schedule, and program schedule were presented. There were no facility concerns noted by JWB staff. During this program monitoring experience, it was learned that GRAYDI NFC partnered with the Boley Inc., Youth Employment Program (YEP). This partnership involved a paid internship for two eligible youth to gain work experience, training, and interpersonal development. The overall relationship was described as beneficial. Two youth workers were reportedly also recently hired.

Staff Interview:

A brief interview with the newly hired Program Manager of Youth Services was conducted in August to gain further perspective of programming. Engagement through educational reinforcement and creative enrichment were ways described to provide quality programming. Further clarification of building staff and youth capacity while simultaneously undergoing licensure training as required by the Pinellas County Licensing Board (PCLB) was reported by staff as slightly challenging. Juvenile Welfare Board (JWB) staff were informed attending the Lectio Training hosted by JWB was viewed as very helpful.

In FY19, GRAYDI NFC had a contractual requirement to complete licensure by September 30, 2019. In FY20 the requirement was changed to only require staff training requirements and a passed fire inspection for all facilities for licensure or substantial compliance. They were not required to meet the kitchen and facilities requirements for licensure based on fluctuations in a long term plan for which facility the program would be housed in. One out of four program staff completed the required PCLB clock hours and Director Credential. This contractual obligation has been extended in FY20. JWB staff will continue to monitor adherence in obtaining licensure by the end of FY20.

ANALYSIS OF PERFORMANCE:

GRAYDI has three prongs of service: community, individual youth, and individual adults. The number of community events offered annually and the types of group services offered by the center are tracked and the details of events and services are reported in the GEMS data system. In past years, community events and services were tracked in a single performance measure but have been separated into two measures beginning with FY19. In FY19 the community events and services offered by GRAYDI included workshops on credit repair and home ownership, an education fair on local schools and trades, and a family art night. Community members also have access to food resources, a women's group, and walk-in services.

Just over half of youth participants are reported to stay in programming for more than one year and 69% of participants attend the program regularly. Regular attendance at GRAYDI is defined as a youth participant attending 70% or more of program days available to them. Ongoing regular attendance of a program has been demonstrated in research to have a positive effect on youth development and their academics¹. In the next fiscal year, gains in math and reading performance will be analyzed for youth program participants.

¹ Afterschool Alliance. (2015). Building Literacy in Afterschool, Issue Brief No. 67. Retrieved from http://afterschoolalliance.org/documents/issue_briefs/issue_building_literacy_67.pdf

Over the last two years, there has been a decline in the overall number of youth participants enrolled. During this time there was turnover in the several youth worker positions as well as the departure of a long time lead staff member that had spent many years building strong relationships with the families of youth participants. At the end of FY19 a new Operations Manager and Program Manager were hired at GRAYDI and have made significant efforts to rebuild the youth program.

Youth participants at GRAYDI also participate in the annual Out-of-School-Time (OST) Survey which is administered to youth participants to assess programming strengths and better understand participants' experiences, outcomes, and goals. GRAYDI was able to survey 21 out of 33 eligible participants, a 64% response rate. The responses to the survey indicate that most participants strongly agree staff cared about them, they get to try new things in the program, and that the program has helped them learn to avoid unsafe behavior. In past years GRAYDI has also tracked the number of times they engage with caring adults at family engagement events for their youth participants. In FY19 data was not entered for their measure due to staff turnover.

In FY19 adult services include basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 94% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate their satisfaction with the services they received. The 53 surveys collected in FY19 demonstrate a high level of satisfaction with program services, with 97% of respondents rating services as good or excellent.

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Senior Program Consultant

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Saba Arzola
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Program Administration Manager

Karen Boggess Date: 5/1/2020
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Judith Warren
Judith Warren
Chief Operating Officer

Date: 5/4/2020

Beth A Houghton
Beth Houghton
Chief Executive Officer

Date: 5/4/2020



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Gulfcoast Legal Services, Inc.

Program: Family Legal Support Services

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: Family Legal Support Services (FLSS) assists families who have experienced domestic violence to break free of their abusers and to address related family law matters (e.g., child support, timesharing, paternity, divorce, etc.). FLSS also assists families to access victims' benefits, retain stable housing, obtain public benefits, and/or seek legal immigration status.

AGENCY/PROGRAM ACCOMPLISHMENTS: In addition to exceeding established Targeted Service Levels, the program also attended ten outreach events in the community where they were able to share information about their services. There was a total of over 400 people at the outreach events. These events were located across the county and included events such as, but not limited to, community resource fairs, Neighborhood Family Center events, the Focus on Father's Summit, and a Pinellas County Sexual Assault Response meeting.

TECHNICAL ASSISTANCE: The program required very little technical assistance over the year and staff continued to be responsive to requests of JWB and community partners regarding direct consultation for participants seeking services.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$89,836	\$73,629	\$70,321	Total program budget decreased in FY18 resulting from a more accurate account of program related expenses rather than an actual decrease in program expenses/support.
JWB Allocation	\$38,794	\$38,794	\$40,342	
Percent of Total Program Budget represented by JWB Allocation	43%	53%	57%	
Lapse	\$1,297	\$15	\$731	
Cost per Participant*	\$1,797 (\$89,836/50)	\$388 (\$73,629/190)	\$499 (\$70,321/141)	

**Cost per participant information is calculated as follows: Total program budget/Total actual participants. During FY17 cost per participant was calculated using only primary adults served. Beginning in FY18, cost per participant includes both adults and youth participants.*

PARTICIPANT DEMOGRAPHICS:

Participants serve by FLSS were almost all female (99%) and over half (55%) were between the ages of 30 and 39. Eighty percent of the adults served had an annual income of less than \$20,000 with 30% of participants reporting no income at all.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of Protection Orders will be positively resolved and obtained as measured by outcome codes.	Baseline	100%	70%	100%	85%	100%
Percent of Housing Preservation cases will be positively resolved and obtained as measured by outcome codes.	Baseline	No Data Available	50%	100%	75%	100%
Percent of Family Law case matters will be positively resolved and obtained as measured by outcome codes.	Baseline	92%	70%	100%	80%	100%
Percent of General Consultation services will be positively resolved and obtained as measured by outcome codes.	Baseline	100%	90%	89%	85%	100%

PROGRAM MONITORING ACTIVITIES:

Participants of FLSS are survivors of domestic violence and the service provided through the program is specifically related to legal support and representation, therefore, traditional program monitoring observations of direct participant services are not conducted. JWB staff, however, did observe agency staff as they conducted outreach efforts to collaborative partners in Pinellas County. During this observation, staff were observed to share services offered throughout the agency and the specific services made available to survivors through FLSS and JWB support. Staff presented as professional and knowledgeable.

In May of 2019, JWB completed a personnel review of existing program staff. All files were observed to maintain appropriate Level 2 background screenings through the Department of Elder Affairs and signed Affidavit of Good Moral Character documents. No concerns were noted related to personnel files or management of staff. The agency demonstrated improvement relative to timely submittals of contractually required documentation in response to the FY18 Program Monitoring Report and technical assistance was provided.

DATA QUALITY: Due to laws prohibiting the release of identifying individual-level data for survivors of domestic violence, and the protection of attorney-client privilege, JWB relies solely on GLS staff to conduct internal data quality checks to ensure accuracy of aggregate information that is provided to JWB.

File Review Date(s): JWB Program Consultant completed a review of three participant files for which identifying information had been redacted. Documentation observed was consistent with program services outlined in the approved program methodology.

ANALYSIS OF PERFORMANCE:

The program's performance is measured based on a positive resolution of protection orders, housing preservation cases, family law cases, and general consultation. The program exceeded their performance targets across all areas with 100% of protection orders, housing preservation cases, family law cases, and general consultation case

all having a positive resolution. Legal support services to domestic violence survivors is shown not only to significantly increase the likelihood a protection order will be obtained, but also result in greater protections being awarded to the survivors and their children¹. In addition, a study by the National Network to End Domestic Violence found that domestic survivors without legal representation were at a greater risk of being victimized later on than those with legal representation. Having access to legal services reduces the likelihood of survivors and their children being victimized again.²

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Jennifer Artiaga, LCSW Megan Seales, MSW
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Karen Woods Date: 4/16/2020 Karen Boggess Date: 4/16/2020
Karen Woods Karen Boggess
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Judith Warren Date: 04/17/2020
Judith Warren
Chief Operating Officer

Beth A. Houghton Date: 4/17/2020
Beth A. Houghton
Chief Executive Officer

¹ Institute for Policy Integrity, Supporting Survivors: The Economic Benefits of Providing Civil Legal Assistance to Survivors of Domestic Violence (July 2015), available at <http://policyintegrity.org/documents/SupportingSurvivors.pdf>; Mary A. Kernic, Final Report of the Impact of Legal Representation on Child Custody Decisions Among Families with a History of Intimate Partner Violence Study, A report submitted to the Department of Justice (2015), available at <https://www.ncjrs.gov/pdffiles1/nij/grants/248886.pdf>

² National Network to End Domestic Violence, 11th Annual Domestic Violence Counts Report (2017), available at <https://nnev.org/content/domestic-violence-counts-11th-annual-censusreport/>



Executive Summary of Program Monitoring Report

Agency: High Point Community Pride Neighborhood Family Center, Inc.

Program: High Point Neighborhood Family Center

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: HPNFC is a nonprofit organization operating in unincorporated Clearwater, Florida. Services are provided to families with minor children residing in the following zip codes: 33760, 33762, 33764, 33770 & 33771. Services include basic needs assistance, affordable health care, limited financial assistance, educational opportunities, self-sufficiency support, youth development programs, community building and strengthening events, outreach, inter-generational activities and more.

Agency/Program Accomplishments:

- In FY19, the successful completion of Council on Accreditation Recertification occurred.
- HPNFC also partnered with Morgan Fitzgerald Middle School, Pinellas County Farm Bureau, and Toastmasters to successfully create and implement a new teen leadership program.
- In FY19, HPNFC received a Municipal Services Taxing Unit grant to restore flooring in their multipurpose room, to replace storage, and to improve their exterior lighting.

Technical Assistance:

In FY19, technical assistance was provided to assist the Executive Director with licensure guidelines and requirements throughout the year.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$585,558	\$701,709	\$717,445	
JWB Allocation	\$396,087	\$507,428	\$523,164	
Percent of Total Program Budget represented by JWB Allocation	68%	72%	73%	In FY19, High Point received a onetime allocation increase in the amount of \$83,761 to cover capital, training, and incidental costs related to licensing requirements.
Lapse	\$0	\$9,867	\$-3,736	
Cost per Participant*	\$1,774 (\$585,558/330)	\$1,847 (\$701,709/380)	\$1,993 \$717,445/360	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants. The calculation is not representative of group or community event participants which include 6,972 adult attendees, and 7,273 youth attendees.

PARTICIPANT DEMOGRAPHICS:

- Among youth participants, 52% are female; among adult participants 89% are female
- Forty-five percent (45%) of participants are Black/African American, 39% are White, 1% are Asian, 15% are Other
- Nineteen percent (19%) of participants are Hispanic
- Of the 313 participants that specified their household income, 96% had an annual household income of less than \$30,000
- Sixty-five percent (65%) of participants are in a single parent female headed household
- Fifty-four percent (54%) of participants live in one of the five high-risk zones

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Number of annual public events	N/A	N/A	N/A	N/A	4	8
Number of recurring group services	N/A	N/A	N/A	N/A	4	8
Percent of youth participants who continue in the program for more than one year	85%	60%	85%	81%	85%	58%
Percent of youth who attend 70% or more of the program days available to them	70%	43%	70%	72%	70%	68%
Percent of eligible participants who will be given the OST survey	N/A	N/A	Baseline	46%	60%	70%
Number of instances caring adults attend program events with youth participants	100	100	100	105	100	118
Percent of goals achieved for adults who receive Family Support services.	90%	94%	90%	85%	90%	86%
Number of Customer Satisfaction Surveys administered	80	144	80	280	150	340

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 11/16/2018, 3/25/2019, 8/5/2019

Interview Date(s): 3/25/2019

Administrative Review Date(s): 11/28/2018

Personnel File Monitoring Date(s): 6/25/2019

PROGRAM MONITORING ACTIVITIES:

In November of FY19, an observation of a food and produce giveaway occurred. This free community initiative was sponsored by the HPNFC and Farm Share, Inc. Fresh produce including various vegetables, fruits, and canned goods were distributed to families in the community and surrounding area.

This event provided community impact by addressing food insecurity for families in need and by being a hub for resources. Program staff, individuals, and volunteers from various businesses and local government agencies also helped unload and serve food throughout the day. The number of participants served during the event was 400 adults and 120 children. In FY19, youth programming occurred during the school year and summer by JWB staff. Through a partnership with the Clearwater Holiday Jazz Foundation Inc., HPNFC provided youth participants an educational experience in music. This cultural opportunity allowed youth participants to learn about the history of jazz, to obtain electrical guitar lessons, and to perform.

The HPNFC provided a Teen Program for teenaged youth between the ages of 12 through 17. Based on participant interviews, two youth communicated they felt comfortable, safe, and thought the program was needed. JWB program staff were also able to attend a community baby shower held by the center. The event secured local vendors in order to supply relevant information related to infant mortality, early childhood education, and other resources to expectant parents.

In June of FY19 a personnel file review was completed, and 14 staff and four volunteer files were reviewed. Due to the provider utilizing Volunteer Employment Criminal History Screening (VECHS) as their vendor for Level 2 background screenings, only the Affidavits of Good Moral Character forms could be reviewed. Notably, all of the files produced evidence of Level 2 screenings based on the Florida Department of Law Enforcement dates presented. Verification of a volunteer policy and evidence of training was also able to be substantiated. Technical assistance was provided to clarify which forms are needed for volunteer files.

HPNFC also assisted individuals and families with their Florida Department of Children and Families Access and Medicaid applications. This service was able to provide low income families with the ability to apply for food and medical benefits. Four hundred and nineteen applications were processed during FY19.

In FY19, HPNFC pursued licensure through the Pinellas County Licensing Board (PCLB). Six out of seven program staff completed the required training and credentialing. Three staff finished their required PCLB clock hours and obtained their Director Credential. The building also needed construction to increase physical capacity in order to adhere to licensing requirements.

HPNFC had a contractual requirement to complete their licensure by September 30, 2019. However, due to various challenges, this contractual obligation has been extended to March 31, 2020. Because the construction has not yet been completed and licensing activities have been suspended during Safe at Home orders, this deadline will be extended. JWB staff will continue to monitor adherence in obtaining licensure by the end of FY20.

ANALYSIS OF PERFORMANCE:

HPNFC has three prongs of service: community, individual youth, and individual adults. The number of community events offered annually and the types of group services offered by the center are tracked and the details are events and services are reported in the GEMS data system. In past years, community events and services were tracked in a single performance measure but have been separated beginning with FY19. In FY19 the events and services offered by High Point included a Back to School Event and school supply distribution, three community baby showers, a Thanksgiving meal and turkey giveaway, and a civic engagement polling party. Community members also have access to support resources such as food and bus passes.

The youth programming prong focuses on academic support and youth enrichment. Just over half of youth participants are reported to stay in programming for more than one year and 68% of youth attend regularly. The retention rate of youth participant's year over year has declined from FY18 and may have resulted from an influx of new participants joining High Point's newer programming component targeted towards teen participants. Regular attendance at HPNFC is defined as a participant attending 70% or more of program days available to them. Ongoing regular attendance of a program has been demonstrated in research to have a positive effect on youth development and their academics¹. In the next fiscal year, gains in math and reading performance will be analyzed for youth program participants.

Youth participants at High Point also participate in the annual Out-of-School-Time (OST) Survey which is administered to youth participants to assess programming strengths and better understand participants' experiences, outcomes, and goals. High Point was able to survey 19 out of 27 eligible participants, a 70% response rate. Responses to the survey indicate that most participants strongly agree staff cared about them, they get to try new things in the program, and that the program has helped them learn to avoid unsafe behavior.

In FY19 adult services included basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 86% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate their satisfaction with the services they received. These surveys were extensively collected in FY19 and demonstrate a high level of satisfaction with program services, with 96% of respondents rating services as good or excellent.

Felicia Pizana Date: 5/1/2020
Felicia Pizana
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Judith Warren Date: 5/4/2020
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Beth A Houghton Date: 5/4/2020
Beth Houghton
Chief Executive Officer

¹ Afterschool Alliance. (2015). Building Literacy in Afterschool, Issue Brief No. 67. Retrieved from http://afterschoolalliance.org/documents/issue_briefs/issue_building_literacy_67.pdf



Executive Summary of Program Monitoring Report

Agency: Lealman & Asian Neighborhood Family Center, Inc.

Program: Lealman and Asian Neighborhood Family Center

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: LANFC serves families in ZIP codes 33714, 33709, 33781 and families from the Asian community. Family support services include assistance with basic needs, child care referrals, unemployment, and goal achievement. Youth receive after school programming, homework help, enrichment activities, summer programming, and leadership opportunities. Community classes include ESOL, IT, and Cooking Matters. Assistance is available in Vietnamese, Cantonese, Chinese, Thai, Laotian, Hmong, and more.

Agency/Program Accomplishments:

In FY19, Lealman and Asian NFC hired a new Executive Director and Literacy Specialist. Lealman and Asian NFC was also able to successfully replace five air conditioners through the JWB capital award.

Technical Assistance:

In FY19, technical assistance was provided to assist the new Executive Director with licensure guidelines and requirements, and through a contract and budget overview. Training in GEMS was also provided.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$775,508	\$864,953	\$807,941	
JWB Allocation	\$567,772	\$657,217	\$672,205	The allocation for FY19 excludes licensing capital of \$24,742
Percent of Total Program Budget represented by JWB Allocation	73%	76%	83%	
Lapse	\$9,672	\$15,952	\$21,996	
Cost per Participant*	\$2,712 (\$775,508/286)	\$2,582 (\$864,953/335)	\$2,581 (\$807,941/313)	

**Cost per participant information is calculated as follows: Total program budget/Total actual participants. The calculation is not representative of group or community event participants which include 1,027 adult attendees, and 274 youth attendees.*

CAPITAL AWARD:

FY17 allocation does not include the Non-Operating Capital RFP award of \$73,636.

In FY19, Lealman & Asian NFC received a onetime allocation increase in the amount of \$24,742 to cover capital, training, and incidental costs related to licensing requirements.

PARTICIPANT DEMOGRAPHICS:

- Among youth participants, 56% are female; among adult participants 69% are female
- 70% of participants are Asian, 14% are White, 3% are Black/African American
- 16% of participants served are Hispanic, this is more than double the amount from FY18.
- Of the 306 participants that specified their household income, 70% had an annual household income of less than \$30,000
- 58% are in a dual-parent married household, 33% are in a single parent female headed household
- 74% of participants live in one of the five high-risk zones

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Number of annual public events	N/A	N/A	N/A	N/A	7	7
Number of recurring group services	N/A	N/A	N/A	N/A	3	4
Percent of youth who continue in the program for more than one year	80%	72%	80%	81%	80%	77%
Percent of youth who attend 70% of the program days	70%	59%	70%	71%	70%	83%
Percent of eligible participants who will be given the OST survey	N/A	N/A	Baseline	100%	85%	100%
Percent of children who were given the math intervention improve their score from initial to final score	90%	100%	90%	100%	90%	100%
Percent of goals achieved for adults who receive Family Support services	80%	84%	80%	95%	80%	91%
Number of Customer Satisfaction Surveys administered	50	0	50	382	200	274

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): Thomas E Chance Community Thanksgiving Event: 11/17/2018, Summer Observation: 7/24/2019

Collaborative Meeting/Consultation Date(s): 3/28/2019, 7/19/2019

Administrative Review Date(s): 11/7/2018, 7/22/2019

Personnel File Monitoring Date(s): 7/22/2019

Throughout FY19, program monitoring activities included collaborative discussions, an observation of an annual event and a summer program activity. In November, the Program Consultant and Program Evaluator attended the Thomas Chance Annual Thanksgiving Community Dinner.

This event is known to serve food and provide fellowship to youth and adult participants of varying ages, races, genders and ethnicities. During this event, staff of the program, community partners, individuals, and families

were observed to be working together to serve food, commune with each other, and provide assistance where needed. This event was observed to be a positive platform to serve children and families. Approximately 450 participants were reported to be in attendance.

In the month of July, observation of an interactive dance-aerobics routine for youth entitled “summer pump” took place. This activity was observed to be 40-45 minutes of mid-high exercise for all youth involved. Youth appeared to be happy, excited, and willing to participate. After the summer pump was over, two Sheriff Officers from the Pinellas County Sheriff’s Office brought two drones for an interactive demonstration. Youth were allowed to ask questions and also operate the drones under supervision. Additional summer recreational activity occurred outside.

ANALYSIS OF PERFORMANCE:

LANFC has three prongs of service: Community, individual youth, and individual adults. The number of community events offered annually and the types of group services offered by the center are tracked and the details of events and services are reported in the GEMS data system. In FY19 the events and services offered included a Thanksgiving community dinner, soul food dinner, and a Valentine’s Day community dance. Community members also have access to a computer lab, food pantry, and free classes such as computer basics and English for Speakers of Other Languages (ESOL).

Youth programming focuses on academic support and youth enrichment. Participants receive homework assistance, tutoring, literacy assistance, computer lab time, arts and crafts time, and outdoor time. The majority of youth participants are reported to stay in programming for more than one year (77%) and attend the program (83%) regularly. Ongoing regular attendance of a program has been demonstrated in research to have a positive effect on youth development and their academics¹. In the next fiscal year, gains in math and reading performance will be analyzed for youth program participants.

Youth participants at LANFC also participated in the annual Out-of-School-Time (OST) Survey which is administered to youth participants to assess programming strengths and better understand participants’ experiences, outcomes, and goals. LANFC was able to survey 75 out of 75 eligible participants, a 100% response rate. The responses to the survey indicate that most participants strongly agree staff cared about them, they get to try new things in the program, and that the program has helped them set goals for the future.

In FY19 Adult services included basic needs assistance and coaching with a Family Support Specialist. Over the last two years LANFC has significantly expanded its reach to Hispanic clients by opening a satellite office and adding a bilingual Family Support Specialist. In FY17 3% of LANFC participants were Hispanic, while in FY19 16% of clients were Hispanic. In other words, in two years LANFC’s Hispanic clientele has grown more than five times in size. Adults who receive family support services define goals to improve their quality of life and 91% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate their satisfaction with the services they received. These surveys were extensively collected and reported on in FY19 and demonstrate a high level of satisfaction with program services, with 99% of respondents rating services as good or high quality.

¹ Afterschool Alliance. (2015). Building Literacy in Afterschool, Issue Brief No. 67. Retrieved from http://afterschoolalliance.org/documents/issue_briefs/issue_building_literacy_67.pdf

Felicia Pizana Date: 4/10/2020
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Karen Woods Date: 4/14/20
Karen Woods
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Karen Boggess Date: 4/14/2020
Karen Boggess
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Judith Warren Date: 4/28/2020
Judith Warren
Chief Operating Officer

Beth A Houghton Date: 4/30/2020
Beth Houghton
Chief Executive Officer



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: The Local Community Housing Corporation

Program: Cops 'n Kids

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

PROGRAM DESCRIPTION: The Cops 'n Kids Youth Center seeks to empower and prepare students between the ages of 5-17 for lifelong success. Located in the Tarpon Springs community, daily programming is free to families and includes homework help, youth development, academic goal achievement, gardening, performing arts, career exploration, sports, community service, and parent engagement. Staff serve with a high level of professionalism while having lots of fun with students.

AGENCY/PROGRAM ACCOMPLISHMENTS:

For FY19, the organization hosted multiple community engagement events collaborating with various local governments and nonprofits. For the seasonal Cops 'n Kids Halloween event, program staff invited the Tarpon Springs Police and Fire departments to participate. As a result, youth were allowed to tour the fire engine and mobile command vehicles. Cops 'n Kids also collaborated with ARTZ 4 Life Academy and other OST providers for the 2019 Summer Extravaganza. Program youth were taught dance routines and learned stage sketches throughout the summer in preparation for the event. In spite of the rainy evening, the event was well attended by parents and relatives.

TECHNICAL ASSISTANCE:

Cops 'n Kids received ongoing technical assistance throughout the fiscal year. The technical assistance provided focused on program needs or priorities identified by JWB and Cops 'n Kids staff. Technical assistance included contract administration, contract management, data analysis, and budget administration.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$686,121	\$745,226	\$786,045
JWB Allocation	\$287,582	\$350,899	\$388,466
Percent of Total Program Budget represented by JWB Allocation	42%	47%	49%
Lapse	\$62,160	\$67,730	\$32,057
Cost per Participant*	\$5,815 (\$686,121/118)	\$6,900 (\$745,226/108)	\$7,706 (\$786,045/102)

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS: DOMESTIC VIOLENCE

In FY19, Cops ‘n Kids provided services to 102 youth. Of those, 75% were African American, 54% were female, and 43% were between the ages of ten and 14. It is notable that 10% of the population is 15 to 19 years old – making Cops ‘n Kids one of the main out of school time organizations funded by JWB serving high school students. Almost half of the households did not report an income, but of those that did 62% had an income of less than \$30,000. Sixty-six percent (66%) of households had a Single Parent, Female Head of Household arrangement, and all participants come from the 34689 zip code.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of youth who attend 70% or more of the program days.	70%	78%	70%	80%	70%	86%
Percent of participants who continue in the afterschool program for more than one year	68%	68%	68%	76%	68%	68%
Percent of students who miss less than 10% of unexcused school days	N/A	N/A	N/A	N/A	Baseline	93%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) English Language Arts (ELA)	N/A	N/A	N/A	N/A	Baseline	79%
Percent of students with an improved score on the Florida Standardized Assessment (FSA) Mathematics	N/A	N/A	N/A	N/A	Baseline	66%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	N/A	N/A	Baseline	96%

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 10/24/18, 7/30/19, 8/8/19

Interview Date(s): 10/24/18, 8/8/19

Collaborative Meeting/Consultation Date(s): 11/20/18, 12/14/18, 3/17/19

The Cops ‘n Kids Youth Center is nestled within a Tarpon Springs public housing community and is managed by the Tarpon Spring Housing Authority (TSHA). The Out of School Time (OST) program is unique to a community that is high risk for poverty and has limited afterschool care options. Many youth receive free or reduced lunch and reside in households with a single income. According to the report *An Equity Profile of Pinellas County*¹, the percentage of workers who are both working full-time and still have income below 200 percent of the poverty level have shown no signs of improvement. Moreover, Lauer et.al (2006)², found at-risk populations are traditionally comprised of children and adolescents falling in a variety of categories, including low achievement in school or on standardized tests, attending a low-performance school, family characteristics such as low socioeconomic status, racial or ethnic minority, or engagement in high-risk behaviors such as truancy or substance abuse. The Cops ‘n Kids afterschool program seeks to mitigate those challenges by providing a safe, stable, and enriching environment for youth while parents are at work.

¹ Huang, M. (2019). *An Equity Profile of Pinellas County*. PolicyLink and PERE.

² Lauer, P., Akiba, M., Wilkrson., Aphorp, H., Snow, D., & Glenn, M. (2006). Out-of-School-Time Programs: A Meta-Analysis of Effects for At-Risk Students. Review of Educational Research. 76. 275-313. 10.3102/00346543076002275.

In FY18, JWB convened OST providers to strategize approaches that would enhance the quality of afterschool programming. Afterwards, JWB staff collaborated with Cops 'n Kids staff to identify areas of the program that could enhance the program experience for youth. These enhancements included educational and technological upgrades and staff development and facility improvements. JWB staff presented the recommendations to the JWB board and the strategies were subsequently approved. Throughout the remainder of FY18 the organization worked to fully implement the approved strategies. For FY19, Cops 'n Kids continued its focus on improving program quality by integrating new activities and experiences that would garner meaningful gains in students' learning and development. For example, the organization incorporated interactive 3D technology within the program so that youth could learn the importance of environmental awareness. In addition, the organization supported professional development opportunities for staff through tuition reimbursement and vocational certifications for exemplary achievement. Lastly, Cops 'n Kids completed the expansion of the teen facility by renovating the former garage. The new room will increase youth capacity and serve as an additional study and meeting space for teens.

On August 8, 2019 JWB staff conducted a program observation at the Cops 'n Kids Youth Center. On arrival, JWB staff were greeted by the Program Manager and accompanied into the youth building. JWB staff had the opportunity to observe program participants using various types of educational technology. Youth were separated by age into three (3) groups which rotate throughout the day between the planned activities. JWB staff observed one of the groups using the zSpace program. The zSpace computer program allows users to interact with simulated objects in virtual environments. For example, with the use of 3D glasses and a laser pen, youth can engage in a virtual owl pellet dissection without the risk of being exposed to harmful bacteria or parasites. JWB staff observed youth using the program to learn about the importance recycling and the harmful effects of plastics and trash on ocean and land environments. The activity was led by Cops 'n Kids staff who responded to questions that were posed by youth participants. The youth appeared very engaged in the activity and asked questions related to life expectancy of sea gulls as well as sea turtles. In another group, JWB staff observed youth working at computer stations using the online math software Prodigy. Prodigy is a web based adaptive math program that aligns with Common Core state standards. The program covers over 1200 crucial math skills for students in grades one (1) through eight (8). Some of the benefits of Prodigy is that it is easily assessed online, game –based, and free. JWB staff observed youth navigating through a magical forest where math equations are used to cast spells. The math equation had to be answered correctly before the student could successfully move forward.

For FY19, Cops 'n Kids maintained a valid license with the Pinellas County Licensing Board (PCLB). The organization received a total of three inspections during the JWB fiscal year. The first of the three inspections was an abbreviated inspection which was conducted on February 12, 2019. An “abbreviated inspection” can only be achieved when a facility has not had any serious violations (class I/class II) for two years. However, it cannot be conducted in lieu of a renewal inspection. On August 28, 2019 a renewal inspection was conducted at the facility resulting in a non-compliance finding due to seven staff files not containing training certificates for the Safety Precaution Training. A re-inspection was conducted on August 30, 2019 and the certifications for the training were submitted bringing this area into compliance. It should be noted that although the agency received a non-compliance finding, it was a class III violation, which does not eliminate the agency's abbreviated status.

In general, the Cops 'n Kids program affords low income parents a supervised, structured, and safe environment for their children after school and during the summer. The program is administered by adult staff who complete annual trainings in child care best practices. According to Gottfredson et al. (2010)³, increased adult supervision

³ Gottfredson, Denise & Cross, Amanda & Wilson, Denise & Rorie, Melissa & Connell, Nadine. (2010). Effects of Participation in After-School Programs for Middle School Students: A Randomized Trial. *Journal of Research on Educational Effectiveness*. 3. 282-313. 10.1080/19345741003686659.

meant that students were less likely to be cared for by older siblings and had less time for unsupervised activities with peers out of school. By providing year around child care services, Cops 'n Kids supports working families to maintain stable employment. Furthermore, the program provides multiple opportunities for at risk youth with regards to homework assistance, tutoring, and enriching activities. For example, upon arrival to the program, all youth are assisted with homework assignments or given educational worksheets to complete. In addition, the program promotes health and wellness by incorporating recreational activities and providing daily snacks to the youth. For FY19, Cops 'n Kids youth participated in the prevention program “Conquering Adversity through Boxing.” The program focuses on building self-confidence and improving physical and emotional health through mentoring and boxing instruction. As a result, youth participants would have improved coping skills, and a greater understanding of their personal capabilities. Program youth also participated in gardening projects as well as outings with peers to skate or bowl. In conclusion, Miller (2003)⁴, found research of afterschool programs have found that low income children are more in need of afterschool opportunities and more likely to benefit from them.

DATA QUALITY: Over the years, Cops 'n Kids have continued to maintain strong data quality. Participant files are thorough and organized. The files contain a statement of commitment form and a behavior expectations form. These forms are signed by both the parent and the participant, and set expectations for the child’s involvement with the program. They also clearly lay out the consequences if the rules and expectations are not followed. This enhances the program, and establishes structure before the participant is even enrolled. Additionally, the quality of the program is maintained throughout since all participants agree to the same code of conduct and intentions.

ANALYSIS OF PERFORMANCE: There has been a slow decline in the number of participants served over the course of the last few years. The decline is potentially due to the closing of the Mango Circle Apartments, a local housing development that supported low income families and was within walking distance from Cops 'n Kids. Approximately 20 to 25 percent of participants lived in the Mango Circle development. At the beginning of FY19, Cops 'n Kids reported that Mango Circle would be closing, but it would not begin until later in the fiscal year. Families were given housing vouchers to move to any location throughout the continental United States, and were encouraged to do so before the official close of the buildings in May 2019. Cops 'n Kids reports that most families moved to other locations in Pinellas, Hillsborough, and Pasco Counties, and were no longer in a position to attend the program.

Despite the decline, each year more participants are attending the program regularly; in FY19, 86% of participants attended 70% of program days or more. This equates to an 11% increase since FY17. Increases in attendance could be attributed to programming enhancements, low staff turnover, and a community location. Program enhancements have included zSpace, an interactive technology that incorporates augmented and virtual reality to provide a variety of different learning experiences. It is specifically focused on K through 12 education, and offers opportunities to learn science, math, art, history, and languages in fun and engaging ways. As young students increasingly enjoy playing online video games, zSpace provides a similar platform where they can learn and have fun at the same time. This platform may have been a draw to the program for many participants.

In FY19, Cops 'n Kids, along with all other COST providers, were evaluated on their impact on school measures including school attendance and Florida Standard Assessment (FSA) English Language Arts (ELA) and Math scores. To support academic achievement Cops 'n Kids tried to implement small group tutoring during the fiscal year, but ran into some challenges in hiring and retaining qualified tutors. Despite the challenges that were faced,

⁴ Miller, B. M. (2003). Critical hours: afterschool programs and educational success: executive summary. Quincy, MA: Nellie Mae Education Foundation.

96% of participants had no more than 18 unexcused absences from school, and 19% and 39% scored satisfactory or better on the FSA ELA and Math exams, respectively.

In addition to examining the percentage of students scoring satisfactory or better on the state exams, we also look at growth. Having high levels of growth could tell us a different story about the impact of the program. We know that Cops 'n Kids is serving an at risk population – who typically underperform, and could be starting from behind. Looking at growth on the FSA allows us to examine if the educational enhancements are helping to mitigate low performance. This is done by comparing the raw score on the FSA ELA and Math exams for two years. Seventy-nine (79%) and sixty-six percent (66%) of students showed growth on the FSA ELA and Math exams, respectively.

Once a year, COST providers survey their participants to gain feedback about the program. The survey asks about program engagement, building social/emotional and leadership skills, academics, STEAM activities, healthy decision making, and goal setting. Cops 'n Kids was able to survey 43 out of a possible 45 eligible participants, a 96% response rate. The overwhelming response to the survey was positive with over 90% of respondents stating that the program helped teach them how to respect and work with others, how to make healthy decisions, and set goals for the future.

Overall, Cops 'n Kids remains strong programmatically. They have been able to increase regular attendance, and inject the program with new and exciting activities that continually keep participants engaged. Despite this, the program faced challenges with implementing a tutoring program and maintaining participants for more than one year.

<u><i>Desmon Newton</i></u>	Date: <u>4/20/20</u>	<u><i>JoAnn DiLernia</i></u>	Date: <u>4/20/2020</u>
Desmon Newton		JoAnn DiLernia	
Senior Program Consultant		Senior Program Evaluator	

<u><i>Karen Woods</i></u>	Date: <u>4/20/2020</u>	<u><i>Karen Boggess</i></u>	Date: <u>4/20/2020</u>
Karen Woods		Karen Boggess, MSW	
Program Administration Manager		Program Evaluation Manager	

<u><i>Judith Warren</i></u>	Date: <u>4/26/2020</u>
Judith Warren	
Chief Operating Officer	

<u><i>Beth A. Houghton</i></u>	Date: <u>4/30/2020</u>
Beth A. Houghton	
Chief Executive Officer	



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Florida Department of Health in Pinellas County

Program: Pinellas School Based Sealant

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION:

The Pinellas School Based Sealant program serves children attending designated elementary, middle, and high schools in Pinellas County. Children with parental consent receive a dental assessment, sealants, fluoride, oral health education and, if applicable, a referral for further treatment. Services are provided by a team of dental hygienist via portable dental equipment.

AGENCY/PROGRAM ACCOMPLISHMENTS:

The program successfully implemented two program modifications. The first modification piloted the application of silver diamine fluoride in select schools and with additional parental consent. The application of this type of fluoride is different from traditional fluoride in that it arrests any decay that is present in a tooth. A summer pilot at two Women Infant and Children (WIC) offices was the second modification.

TECHNICAL ASSISTANCE:

The program continues to provide consistent delivery of services and maintains ongoing communication with JWB staff. Technical assistance was provided regarding parent communication and feedback, participant engagement strategies, and Level 2 background screenings.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$707,873	\$678,700	\$665,101
JWB Allocation	\$150,000	\$154,500	\$154,500
Percent of Total Program Budget represented by JWB Allocation	21%	23%	23%
Lapse	\$2,428	\$7,242	\$0
Cost per Participant*	\$86 (\$707,873/8,251)	\$90 (\$678,700/7,554)	\$72 (\$665,101/9,273)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

The program serves children ranging from infants to high school age. The program sees the majority (89%) of the children served in schools. Most of these schools are designated Title 1 schools. This designation signifies

that at least 40% of the students at each school come from a low income household. Of the school aged participants served, 97% were elementary students and 3% were middle or high school students. Through a pilot with WIC offices, the program served 1,060 children ages 0-5. Of these participants the majority (54%) were 12-24 months old.

TARGETED SERVICE LEVELS:

Targeted Service Level Type	FY17			FY18			FY19		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Youth	7,400	8,251	112%	7,550	7,554	100%	7,550	9,273	108%
Children receiving sealant	N/A	5,408	N/A	N/A	4,454	N/A	N/A	4,558	N/A
Children receiving fluoride treatments	N/A	8,216	N/A	N/A	7,534	N/A	N/A	8,181	N/A
Total number of teeth sealed	N/A	24,396	N/A	N/A	19,744	N/A	N/A	19,418	N/A

PROGRAM MONITORING ACTIVITIES:

The Pinellas School Based Sealant program continues to provide services on site in Pinellas County schools. The program was observed by the JWB staff during the reporting period in several school locations. Services continue to be observed to be implemented with fidelity and consistency to the program methodology. Observations also occurred relative to education services provided to students in small groups. Evident was the use of new material purchased through FY18 lapse funding. During observations, staff were observed to clean equipment between each youth. At times, staff were presented with a youth who was anxious regarding services; while staff may have varying approaches towards addressing these concerns, often they were successful in calming children enough to begin services. Program staff communicate a team approach towards services that are flexible. They also assist one another with scheduling in order to accommodate timelines for individual schools utilizing the Coordinator position for direct service when needed. This person also serves as the direct supervisor of the program. In addition to program service observation, JWB staff also observed several team meetings in order to better understand service, personnel, and quality assurance processes.

DATA QUALITY:

File Review Date(s): 2/4/19

JWB does not receive individual level data for those served in the Sealant program, however, releases of information are collected so that JWB staff can review participant files. Forty-one files were reviewed in total along with summary stats for the entire school on 2/4/2019. Files consistently contain expected documentation including participant demographics, parental consent forms, releases of information, as well as dental service documentation and parental communication notices. Overall files clearly met contractual requirements, documented treatment provided, and communication forms to parents indicated when all services were unable to be completed and the reason for such.

ANALYSIS OF PERFORMANCE:

In FY19, the PSBS program screened 9,273 children, in 52 schools and two WIC offices, exceeding their goal of 7,550. This is a 23% increase in the number of children served compared to last fiscal year. The program provided dental sealants to over 19,000 teeth. The majority of teeth sealed (60%) were first molars followed by premolars (35%) and lastly second molars (5%).

In addition to providing dental screenings, sealants, fluoride treatments, and dental education, the PSBS program identifies children that have urgent dental needs. PSBS staff follow-up with the parents/guardians of student that are identified as needing urgent dental care to determine if the child has received dental care and whether or not they received the care from DOH-Pinellas or a private dentist. If PSBS staff is unable to determine that follow-up care has occurred, the child is referred to Pinellas County School District who will then contact the parent/guardian. These efforts are critical extra steps to ensure that the children's dental needs are met and are not compounding.

The program is able to track the retention of sealants they have applied for some children. This is an indicator of quality application, although care of the sealants play a role in retention as well. In FY19, the program saw a 98% retention rate for children they were able to assess. This measure was added in the program's contract for FY20.

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Jennifer Artiaga, LCSW
Senior Program Consultant

Megan Seales Date: 4/21/2020
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Senior Program Evaluator

Karen Woods Date: 4/21/2020
Karen Woods
Program Administration Manager

Karen Boggess Date: 4/21/2020
Karen Boggess
Program Evaluation Manager

Judith Warren Date: 5/1/2020
Judith Warren
Chief Operating Officer

Beth A. Houghton Date: 5/4/2020
Beth A. Houghton
Chief Executive Officer



Executive Summary of Program Monitoring Report

Agency: Florida Department of Health in Pinellas

Program: Pinellas County Licensing Board

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: Pinellas County Licensing Board (PCLB) ensures that all licensed homes and children's centers are inspected at least twice per year and issues renewal licenses in a timely manner. Programs are located throughout Pinellas County and include regular and large Family Child Care Homes, Children's Centers, Religious Exempt providers and Non-Public entities. Staff also provide technical assistance when violations are cited, offer trainings, conduct School Readiness inspections, follow leads on complaints and unlicensed care and enforce sanctions, when necessary.

Agency/Program Accomplishments: The program successfully implemented a training class for prospective family child care providers. Program staff created a quarterly newsletter to share pertinent information with providers such as available trainings, rule changes, and equipment recalls. PCLB leadership updated technology with new, lighter laptops and iPhones to assist Specialists during their inspections. The new technology facilitated being more efficient in the field.

Technical Assistance: Discussions and technical assistance was offered when PCLB requested an out of cycle increase in funding. PCLB wanted to create a trainer position to ensure that their inspections and paperwork were standardized among all staff and to offer an increase to a staff member who had added responsibilities and duties. This out of cycle request was made due to DOH-Pinellas' budgeting processes temporarily opening up to allow for outside funding to increase. JWB approved this funding request in July 2019.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$1,284,028	\$1,302,769	\$1,348,679
JWB Allocation	\$595,286	\$621,285	\$636,063
Percent of Total Program Budget represented by JWB Allocation	46%	48%	47%
Lapse	\$11,096	\$3,011	\$3,164
Cost per Participant	N/A	N/A	N/A

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of all licensed Children's Centers will be inspected a minimum of two times in the 12 months preceding license renewal	100%	100%	100%	100%	100%	100%
Percent of all licensed Children's Centers will be given a license prior to their current license expiring	100%	100%	100%	100%	100%	100%
Percent of all licensed Family Child Care Homes will be inspected a minimum of two times in the 12 months preceding license renewal	100%	100%	100%	100%	100%	100%
Percent of all licensed Family Child Care Homes will be given a license prior to their current license expiring	100%	100%	100%	100%	100%	100%

PROGRAM MONITORING ACTIVITIES:

PCLB monitored approximately 700 family child care homes, preschools, and school-age sites throughout Pinellas County. In addition, JWB requested that PCLB inspect JWB funded middle school sites for substantial compliance of PCLB rules and regulations twice per year. Currently, middle schools do not meet the statutory requirement of needing licensure. The middle schools consistently passed their inspections. Therefore, PCLB and JWB worked together to reduce the number of inspections to one per year unless there were concerns or issues at which time another inspection would occur. This helped PCLB staff to be able to focus their attention more on the programs that they had statutory authority over.

Throughout this reporting period, PCLB worked closely with JWB and the Neighborhood Family Centers. PCLB staff attended NFC meetings and visited their sites to answer any questions and offer technical assistance for licensure.

JWB Staff participated in joint meetings between PCLB and the Early Learning Coalition of Pinellas County (ELC). PCLB and ELC met monthly to discuss health, safety, and quality concerns of child care centers and family child care homes who were contracted with both agencies. Discussions included programs that were also funded through JWB. This collaborative effort is intended to help safeguard the children of Pinellas County.

At the recommendation of PCLB staff, the Board approved changing the regulation that employees must have a high school diploma to work with children in a center or school-age center to "18 years old and working towards a diploma or equivalent." This endeavor was meant to assist providers by opening up the pool of available applicants.

A personnel monitoring occurred for all DOH-Pinellas funded programs in January 2019. It should be noted, DOH-Pinellas utilizes direct FDLE services to obtain background clearance of state employees. As such, JWB is unable to monitor the direct screens and must rely on DOH-Pinellas' internal process of documenting the screening dates and results. The personnel monitoring included six staff members from PCLB and no concerns were noted.

JWB staff observed Licensing Specialists conduct a temporary permit visit with a center and a renewal visit with a family childcare home. Each Specialist carefully inspected children's spaces for appropriate practices in supervision, child discipline, record keeping, physical environment, and safety/health/sanitation. A thorough review was completed on children's files and personnel files. The Specialists were able to coach providers on any deficit areas as well as inspect them. Each visit was conducted with professionalism and courtesy to the provider.

Four staff interviews were completed with tenure ranging from 2-18 years of service. Staff articulated supportive leadership and coworkers. They appreciated the open-door policy from all levels of leadership. Program strengths were identified as helping the providers and working to protect children. They all mentioned the "Specialist of the Day" was important to their program. They each took a required turn to stay in the office for the day to answer any incoming calls pertaining to licensing and complaints. Program challenges reported include equipment failure in the field, low salaries, and cumbersome internal processes between DOH-Pinellas, DCF, and PCLB.

ANALYSIS OF PERFORMANCE:

In FY19, PCLB processed 456 child care centers and 282 home applications. The applications can be new, renewal and changes in applications.

To ensure the implementation and enforcement of licensing standards, PCLB staff conducted 3694 licensing activities, which met 154% of the licensing activities required by the Department of Children and Families. The licensing activities may include performing inspections, re-inspections, and processing complaints.

The performance measure results indicated that all licensed facilities (100%) including children's centers and family child care homes were inspected at least two times; all licensed facilities (100%) that were in compliance with applicable regulations governing Pinellas County children's centers and family child care homes were given a new license prior to their current license expiring. The program met the performance measure goals for three consecutive years.



Cheryl Miller
Senior Program Consultant

Date: 4/21/2020



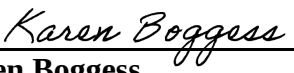
Qian Fan
Senior Researcher

Date: 4/21/2020



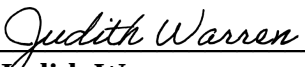
Karen Woods
Program Administration Manager

Date: 4/22/2020



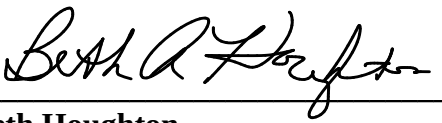
Karen Boggess
Program Evaluation Manager

Date: 4/24/2020



Judith Warren
Chief Operating Officer

Date: 04/27/2020



Beth Houghton
Chief Executive Officer

Date: 4/30/2020



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Preserve Vision Florida

Program: Seeing Our Bright Future

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: The Seeing Our Bright Future (SOBF) program provides education, vision screenings, and vision follow-up services to children ages two through 17 in various settings throughout Pinellas County. Once screened, children identified as in need of additional evaluation receive a referral for a complete medical exam and eyewear, if needed. If a child is referred for additional evaluation the program offers ongoing follow up and support to parents and caregivers to ensure the vision need is addressed.

AGENCY/PROGRAM ACCOMPLISHMENTS: SOBF continued their effort to establish community partnerships throughout Pinellas. FY19 partnerships included Family Services Initiative, myON Community Roll Out meetings, as well as the Pinellas County Domestic Violence Taskforce. During these meetings, program staff also ensure to share eye safety messages and materials. Furthermore, agency leadership served as part of the procurement team to offer input on the selection of newly remodeled literacy programs funded by JWB. The program also continued to partner with JWB's Campaign for Grade Level Reading by assisting in distributing books to youth at screening events. In addition, PVF helped increase awareness of certain eye issues, by focusing on observance of a monthly vision effort which included the distribution of flyers to parents, preschool staff, and other community partners. For example, topics covered in FY19 included *4 Hidden Signs Of Vision Problems In Kids*, *Is Too Much Screen Time Harming Your Child's Vision?* *Fireworks Eye Safety*, and *Halloween Eye Safety*.

TECHNICAL ASSISTANCE: Technical assistance was provided to staff regarding improvement of the agency's policy on Level 2 background screenings through VECHS as well as data entry processes including the timeliness of case closure, releases of information, survey implementation, and signing progress notes.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$220,935	\$227,348	\$224,554
JWB Allocation	\$150,000	\$150,000	\$152,980
Percent of Total Program Budget represented by JWB Allocation	68%	66%	68%
Lapse	\$2,602	\$47	\$15,359
Cost per Participant*	\$103 (\$220,935/2,154)	\$94 (\$227,348/2,419)	\$89 (\$224,885/2,528)

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS:

Participant demographics for the program are collected on only those children that are identified during their vision screening as needing follow-up services. Of those children, there were slightly more females (55%) than males (45%). More than half (54%) of children were nine years old or younger and of those 27% were under five years old. Most of these participants were from a single parent female head of household home (48%) followed by dual parent households (38%). Almost half (47%) of these households reported an annual income of less than \$40,000 and 4% reported zero income at all.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children identified through vision screenings as needing follow-up services obtain an appointment with a physician	80%	72%	80%	83%	80%	76%
Percent of children who obtain an appointment with a physician will attend the appointment	N/A	N/A	85%	80%	85%	91%
Percent of children that attended the physician appointment received the recommended treatment (e.g. eye glass, corrective eye patch, ongoing monitoring).	90%	65%	65%	76%	65%	69%

PROGRAM MONITORING ACTIVITIES:

The program continued to work collaboratively with JWB staff including the Senior Program Consultant and Senior Program Evaluator throughout the reporting period. The program continues to demonstrate service delivery in alignment with the program methodology. JWB staff did complete interviews during the course of program monitoring in FY19 including staff, community partners, and participants. No concerns resulted from any of the interviews conducted.

The program's administrative monitoring was completed in January of 2019 and included a review of personnel records. This monitoring focused on personnel files as a result of findings reported in the FY18 Monitoring Report. These findings included the following recommendations: increasing the organization of files; ensuring a process for credentialing staff, utilization of consistent position titles, ensuring information reported to JWB is consistent with personnel records, maintaining completed Affidavit of Good Moral Character (AGMC), and maintaining consistency in the agency policy regarding annual performance evaluations, training, and onboarding. The review revealed the agency had made strides towards improvement of their personnel file management.

DATA QUALITY:**File Review Date(s):** 1/23/19

Participant files are created only on those participants who are identified as needing further vision screening. The review of nine participant files yielded an overall data accuracy score of 93%. Data errors occurred mostly in survey and service data entry. Findings of the review were shared with program leadership at the time of the review.

ANALYSIS OF PERFORMANCE:

Seeing Our Bright Future achieved two out of three of their established performance measures for FY19 and accomplished their targeted service levels at 101% with 2528 children receiving vision screenings. The program

is measured on a tiered approach. The first level of measurement is related to the percent of children who are identified through vision screenings as needing follow-up services who obtained an appointment with a physician. The program was shy of achieving their target of 80% for this measure with 76% of children identified as needing follow-up who obtained an appointment. Although the program saw a slight decline in performance related to this measure in FY19, the results were between the FY17 and FY18 results which indicate a possible standard range of performance.

The second tier of measurement is the percent of those children who obtained an appointment with a physician were able to attend the appointment. This measure was added in FY18 to capture the different level of results the program can accomplish through their outreach efforts to parents. The program achieved their goal of 85% with 91% of children attending the appointment. This was an increase of 11% in performance.

The third tier of measurement is the percent of children who attended the physician appointment received the recommended treatment. The recommended types of treatment may include; but are not limited to, eye glasses, corrective eye patches or ongoing monitoring. The program achieved their goal of 65% with 69% of children who attended the appointment received the recommended treatment. This was a slight decline from FY18 results of 76%; however, aligned with FY17 results of 65%.

The program works extensively with families to break down barriers and give families every opportunity for eye screenings, obtaining physician appointments and then following through with treatment recommendations such as glasses. The program continues to seek ways to improve these results.

Jennifer L. Artiaga
Jennifer Artiaga, LCSW
Senior Program Consultant

Date: 4/20/20

Megan Seales
Meagan Seales, MSW
Senior Program Evaluator

Date: 4/20/2020

Karen Woods
Karen Woods
Program Administration Manager

Date: 4/20/2020

Karen Boggess
Karen Boggess
Program Evaluation Manager

Date: 4/20/2020

Judith Warren
Judith Warren
Chief Operating Officer

Date: 4/26/2020

Beth A. Houghton
Beth A. Houghton
Chief Executive Officer

Date: 4/30/2020



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Religious Community Services, Inc.

Program: RCS Grace House

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: RCS Grace House offers emergency shelter for families facing homelessness in Pinellas County. Grace House has 14 apartment-style units to house families with minor children for eight weeks and offers services that include financial literacy training, individualized family budgeting, and credit counseling. Professional case management is given to residents to ensure they complete the program and obtain permanent, stable housing upon departure.

AGENCY/PROGRAM ACCOMPLISHMENTS: Under the leadership of the new Director and the financial support of JWB made possible through lapse funding, improvements to the facility occurred including deep cleaning for shelter units, a new phone system, roof repairs, landscaping, pressure washing of the facility, and renovations to the children's space. Additionally, satisfaction survey feedback was provided and results indicated that 88% of responding participants expressed being "Very Satisfied", or "Satisfied".

TECHNICAL ASSISTANCE: Given the number of challenges faced by the program during the reporting period JWB, program leadership and agency staff met on numerous occasions. The discussion topics varied based on timing and program concerns; however, often included contractual requirements, program services, staffing, proposed methodology revisions, data entry, and finance matters.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$602,653	\$594,878	\$607,493
JWB Allocation	\$350,143	\$361,704	\$372,226
Percent of Total Program Budget represented by JWB Allocation	58%	61%	61%
Lapse	\$12,030	\$7,536	\$6,761
Cost per Participant*	\$1,129 (\$602,653/534)	\$1,224 (\$594,878/486)	\$1,803 (\$607,493/337)

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS:

The majority of families, over 85%, percent served by RCS Grace House have an annual household income of less than \$30,000, with almost 20% reporting less than \$10,000. The household composition was largely (79%) a single parent female head of household. The ages of the adults ranged from 18 years to 60 years old with an average of 31 years old. While most participants (61%) earned a high school diploma or an equivalent, 9% obtained an Associate's degree or Bachelor's degree. Almost 43% of the children served were under five years old.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of adults will have moved into stable housing by the time of program completion or case closure, whichever occurs first, as measured by case records	65%	76%	65%	76%	70%	72%
Percent of families will demonstrate progression of self-sufficiency as measured by the Arizona Self-Sufficiency Matrix.	Baseline	79%	75%	78%	75%	65%
Percent of families will demonstrate a statistically significant increase in self-sufficiency as measured by pre- to post- domain scores on the Arizona Self-Sufficiency Matrix.	Met	Met	Met	Met	Met	Met

PROGRAM MONITORING ACTIVITIES:

RCS Grace House has experienced historical success maintaining and retaining program staff, especially in regard to key leadership positions. However, during this reporting period the program experienced turnover in nearly all positions within the program. Turnover of staff peaked in early summer and continued through September.

JWB staff observed Follow-up, Life Skills, and Rainbow Room services. The Program Consultant observed a high child to adult ratio, including many young children, with some being cared for by older youth participants. JWB shared concerns with program leadership regarding the structure of youth services. Tours of shelter space indicated the need for maintenance repairs and deep cleaning to all shelter units. Facility issues continued to be observed and reported by program leadership throughout the remainder of the year and included bed bug treatments, a phone system outage, and roof damage from a fallen tree limb. While ongoing maintenance and repairs are not uncommon for residential settings the concerns during a limited time period are notable. As a result, facility improvements were completed as described above.

During the course of this reporting period significant efforts were made to work with agency and program leadership to ensure contract compliance and administrative capacity. In response program monitoring activities in FY19, JWB placed RCS on a Corrective Action Plan (CAP) in August of 2019. Key elements of the CAP include personnel and volunteer management, staff retention, and fiscal management. Agency staff have struggled to document standards of practice that are comprehensive in nature and can be operationalized into agency practice. Many of the challenges faced by the organization have resulted from turnover to key staff over the years. As of the writing of the report, the original CAP was extended from 2/15/2020 to 5/15/2020 due to lack of progress and turnover of key administrative staff. The CAP continues to focus on one (1) programmatic area, three (3) administrative areas and two (2) financial areas for improvement. Specifically, the lack of progress regarding financial matters was of concern which required additional tasks be added to the CAP extension. JWB staff will

continue to monitor the agency's progress as it relates to the CAP and keep JWB leadership apprised of such progress.

DATA QUALITY:

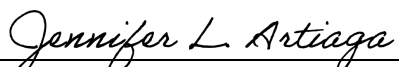
File Review Date(s): 5/8/19

A total of six household's files, representing 20 participants, were reviewed for the purposes of quality assurance and service fidelity as it relates to the program methodology. Overall, the data accuracy score was 84%. The demographic data was found to be a strength and appeared to be regularly updated. Items impacting the overall accuracy score were reviewed with program staff and included; Household Name, Episode Close Date, Exit/Closure Summary, and Service Units.

It should be noted, this file review occurred prior to the program experiencing turnover of the Program Support Specialist which oversees data entry. During periods of vacancies and training, data was not regularly being entered as the program had not established a clear procedure for back up data entry support. During these months, program staff attended multiple GEMs trainings in addition to several individual program meetings which included data entry support and training. As of the writing on this report, the program had worked to ensure all data had been entered and addressed any identified corrections. New program leadership also developed a Data Quality and Program Procedure Manual in effort to better document processes. A file review will be conducted early in FY20.

ANALYSIS OF PERFORMANCE:

RCS Grace House is intended to not only provide temporary safe lodging for families experiencing homelessness, but also support families in becoming self-sufficient and stable upon exiting. Financial literacy training, individualized family budgeting, credit counseling, and case management are provided to families during their stay at RCS Grace House. As such, the program is measured on the families achieving stable housing and improvement in self-sufficiency. The program had a slight decline in the percent of families moving out of shelter and into stable housing in FY19 (72%) as compared to FY18 (76%). Although, there was a decline in this outcome the program still achieved their goal of 70% for FY19. The program also had a decline in the percent of families demonstrating progression self-sufficiency. In FY19, 65% of the families showed a progression in self-sufficiency during their shelter stay, compared to 78% in FY18. Family self-sufficiency is measured using an adapted version of the Arizona Self-Sufficiency Matrix when families enter shelter and upon exit. These results fell short of the program's FY9 goal of 75%. In addition to a decline in performance outcomes, the program saw a decline in the number of participants served as well. RCS Grace House had a targeted service level of 508 total participants (198 adults and 310 children) for fiscal year 2019. The program served a total 337 participants (66%) which included 134 adults (68%) and 203 children (65%). The program staff reported a significant increase (44%) in the length of stay for families in shelter from FY18 (61 days) to FY19 (88 days). Extended lengths of stays directly impacts the number of families able to be served by the shelter throughout the fiscal year. The shelter also experienced several events over the course of the fiscal year that had potential impact on the delivery of services. As described earlier in the report, the program experienced turnover in nearly all positions and the facilities' needs related to pest control, deep cleaning and repairs ranging from minor to major impacted service delivery. As the program stabilizes, it is anticipated that the decline in service levels and program outcomes represent a year of anomalies.


Jennifer Artiaga, LCSW
Senior Program Consultant

Date: 4/29/20


Megan Seales, MSW
Senior Program Evaluator

Date: 4/29/20

Karen Woods

Date: 4/29/20

Karen Woods
Program Administration Manager

Karen Boggess

Date: 4/29/20

Karen Boggess
Program Evaluation Manager

Judith Warren

Date: 4/30/2020

Judith Warren
Chief Operating Officer

Beth A. Houghton

Date: 4/30/2020

Beth A. Houghton
Chief Executive Officer



EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Religious Community Services, Inc.

Program: The Haven of RCS

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

PROGRAM DESCRIPTION: The Haven of RCS empowers Pinellas County women and children affected by domestic violence through its two programs. Safe House is a 36-bed shelter that provides emergency housing to women and their children. The Outreach Center helps survivors secure access to services that contribute to self-sufficiency. The Outreach Center also has a 24-hour crisis hotline, support groups for women and children, and provides community training and education.

AGENCY/PROGRAM ACCOMPLISHMENTS: The program experienced several successes over FY19 including a capital award in the amount of \$67,478 to support new flooring, facilitating a seamless transition of Peacemakers services to service component, exit survey's yielding positive results regarding treatment by staff and development of healthy relationships, as well as additional funding from JWB to enhance and support program services through additional staff.

TECHNICAL ASSISTANCE: In response to program monitoring findings discussed below, JWB staff provided significant technical assistance throughout the reporting period in various formats including multiple onsite meetings. Topics included, but were not limited to, contractual requirements, policy and procedure development, data collection, service delivery improvements, and finance matters.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$1,149,333	\$1,568,571	\$1,607,978	FY18 Program budget includes all costs of RCS Haven and Permanent Living Program.
JWB Allocation	\$131,093	\$225,026	\$368,407	FY19 includes the an additional \$48,361 transferred from Peacemakers
Percent of Total Program Budget represented by JWB Allocation	11%	14%	23%	
Lapse	\$43,423	\$8,899	\$7,532	
Cost per Participant*	\$3,781 (\$1,149,333/304)	\$8,812 (\$1,568,571/178)	\$5,272 (\$1,607,978/305)	

Given the nature of program services and challenges obtaining an unduplicated count of participants served in Outreach services, the cost per participant information for The Haven is calculated as follows: Total program budget/Total **shelter participants.*

PARTICIPANT DEMOGRAPHICS:

The Safe House served a total of 305 domestic violence survivors in FY19. Of those residing in shelter, 31% of them were children, more specifically 18% were under five years old. Upon entering shelter, 89% of the adults reported an annual income between \$0 and \$10,000. Most (80%) of participants in shelter were residents of Pinellas County prior to entering shelter. However, 10% were from another county besides Pinellas and 1% did not report.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of adult participants who are in shelter for more than 72 hours will complete Safety Planning to include family safety and security.	98%	99%	98%	100%	98%	98%
Percent of children in shelter for more than 72 hours shall have an assessment when they leave shelter.	Baseline	94%	85%	100%	85%	92%

PROGRAM MONITORING ACTIVITIES:

The FY18 Program Monitoring Report included documentation regarding the extended vacancy of program leadership. In FY19, the program again experienced significant staffing challenges. Throughout the year, JWB and program staff continued to engage in efforts to understand staffing and programmatic implications of leadership change. Throughout the year, The Haven of RCS continued to be challenged by staff turnover and reorganizations to positions of leadership intended to support operations.

The program was monitored by the Florida Coalition Against Domestic in Spring of 2019. It should be noted that the FCADV monitoring report did yield media attention including interviews of prior participants. The FCADV Monitoring Reports are comprehensive and include fiscal, administrative, and programmatic elements including 12 findings, several of which represented consecutive findings. In summary, the report documents concerns with the management of volunteer and employee files, financial invoicing and timely submittals, required participant documentation, as well as facility maintenance. In response to the report, FCADV implemented a Monitoring Corrective Action Plan (MCAP). In September of 2019 RCS received documentation from FCADV documenting compliance with the MCAP within the required timeframe. The report completed by FCADV was of notable concern as several findings were also noted in December of 2018 by JWB which went unresolved through the FCADV monitoring in April.

During the course of this reporting period significant efforts were made to work with agency and program leadership to ensure contract compliance and administrative capacity. These efforts were initiated in December 2018 in response to JWB administrative and financial monitoring. Significant technical assistance was offered at this time. A follow up monitoring was conducted in July of 2019 during several key findings from December had not been fully addressed, including compliance with Level 2 background screens for staff and applicable volunteers. Furthermore, feedback provided in December went unaddressed and resulted in additional findings from FCADV as described above. In response, JWB placed RCS on a Corrective Action Plan (CAP) in August of 2019. Key elements of the CAP include personnel and volunteer management, staff retention, and fiscal management. Agency staff have struggled to document standards of practice that are comprehensive in nature and can be operationalized into agency practice. Many of the challenges faced by the organization have resulted from turnover to key staff over the years. As of the writing of the report, the original CAP was extended from 2/15/2020 to 5/15/2020 due to lack of progress and turnover of key administrative staff. The CAP continues to focus on one (1) programmatic area, three (3) administrative areas and two (2) financial areas for improvement.

Specifically, the lack of progress regarding financial matters was of concern which required additional tasks be added to the CAP extension. JWB staff will continue to monitor the agency's progress as it relates to the CAP and keep JWB leadership apprised of such progress.

Program Monitoring includes opportunities for JWB staff to observe programs in a variety of settings. The Program Consultant was able to coordinate visits in July and August to conduct program monitoring activities including Outreach staff interviews, Safe House staff interviews, and Safe House group observations. Participant interviews were postponed due to time limitations and focus was given to staff interviews and service delivery concerns. Feedback based on these observations was provided to program leadership and included elements of the following: morale of staff, inconsistent delivery of youth services, and recommendations for additional staff training.

DATA QUALITY: Due to laws prohibiting the release of individual-level data for victims of domestic violence, JWB relies solely on program staff to conduct internal data quality checks to ensure accuracy of aggregate information provided to JWB. Aggregate information relevant to participant demographics and program performance is provided from The Haven of RCS's internal database and uploaded to JWB regularly.

File Review Date(s):

JWB staff are unable to view identifying participant-level information and therefore, a limited review of redacted files was completed in FY19. Redacted Safe House files were reviewed and generally included intake documents, releases of liability, lethality assessments, safety plans, safety plan knowledge survey, notice of confidentiality exceptions, and VOCA assistance. Youth Outreach files were provided, however, all files were opened in 2018. JWB was then informed that no new youth cases had been opened since this time. This information led to further discussion surrounding the Youth Outreach Advocate duties, reporting, and JWB funding. Based on staff report the Youth Advocate position fully funded by JWB also receives funding support from FCADV. It was reported that this position was completing deliverables for the FCADV funding in lieu of supporting the delivery of direct youth services as JWB funding intended. Following the visit, JWB staff communicated to program leadership and agency finance staff that the program must not receive funding from two grantors for the same position.

ANALYSIS OF PERFORMANCE:

During 2018, there were 6,300 domestic violence offenses in Pinellas County putting Pinellas county ranked number five for the most domestic violence offenses. All but one of the counties ranked higher had a larger population than Pinellas County. In comparison to 2017, the domestic violence offenses increased slightly (1%)¹. However, the number of incidents of domestic violence are presumably lower than the actual number due to under reporting which is known to occur often for reasons such as fear of their abuser and/or general stigma associated with domestic violence. The Safe House provides shelter to domestic violence survivors seeking refuge from their abusers. In FY19 Safe House provided refuge to a total of 305 participants (210 adults and 95 children). The average length of stay in shelter was 38 nights which is a decrease from the prior year and aligned with other domestic violence providers in the community. Given that survivors are at a 75% or greater risk of being killed by their abuser after leaving the relationship, safety planning for survivors is critical.² The Haven of RCS is measured on the percent of safety plans they complete with adult participants in shelter at intake or within 72 hour. The program achieved their target of 98% by completing 98% of safety plans at intake or within 72 hours. Safety plans are individualized, realistic plans that help survivors remain safe while in a relationship, when planning to leave, or after leaving a relationship. In addition, the program exceed their target of assessing 85% of

¹ Florida Department of Law Enforcement. Crime in Florida, Florida uniform crime report, 1995-2018 [Computer program]. Tallahassee, FL: FDLE. Florida Statistical Analysis Center. <https://www.fdle.state.fl.us/FSAC/County-Profiles/Pinellas.aspx>

² 8 United States Department of Justice, Bureau of Justice Statistics, Crime Victimization Survey, 1995.

the children who are in shelter 72 hours or more by assessing 92% of children in the shelter for 72 hours or more. This assessment is in order to identify any child-specific needs to ensure appropriate supports and community referrals prior to leaving shelter.

In addition to providing residential services through the Safe House. The Haven of RCS provided an array of outreach services through the Outreach Center. In FY19, the Outreach Center assisted with 334 injunctions, attended 1603 return hearings, delivered Peacemaker curriculum to 1435 children, and completed 1047 safety plans. JWB staff and program staff continue to work together to identify and collect information for reporting that is in line with the additional layers of identity protection for domestic violence survivors.

<u>Jennifer L. Artiaga</u>	Date: <u>4/29/20</u>	<u>Megan Seales</u>	Date: <u>4/29/20</u>
Jennifer Artiaga, LCSW		Megan Seales, MSW	
Senior Program Consultant		Senior Program Evaluator	

<u>Karen Woods</u>	Date: <u>4/29/20</u>	<u>Karen Boggess</u>	Date: <u>4/29/20</u>
Karen Woods		Karen Boggess	
Program Administration Manager		Program Evaluation Manager	

<u>Judith Warren</u>	Date: <u>4/29/2020</u>
Judith Warren	
Chief Operating Officer	
<u>Beth A. Houghton</u>	<u>4/30/2020</u>
Beth A. Houghton	Date: _____
Chief Executive Officer	



Executive Summary of Program Monitoring Report

Agency: R'Club Child Care, Inc.

Program: Exceptional

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: R'Club provides year-round, on-site out of school time care at Nina Harris and Paul B. Stephens to promote success for children and youth ages three-22 identified as having a developmental disability and are enrolled and attending Paul B. Stephens or Nina Harris schools. The program provides daily opportunities for growth through a variety of ability, and developmentally appropriate activities that address/enhance the educational/developmental needs and strengths of participants. Family engagement is essential to the program.

Technical Assistance: Technical assistance was offered as needed throughout the year by the Senior Program Financial analyst for budget and financial questions. Technical assistance was provided in entering measurement data. Through the discussion with the program staff, JWB staff decided to add three more data points into the Individual Assessment Plan (IAP) survey so that the program staff can enter children's progress on a quarterly basis. We anticipate this change will assist the Data Team to monitor the IAP data quality.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$595,045	\$581,815	\$590,377
JWB Allocation	\$201,762	\$214,814	\$214,814
Percent of Total Program Budget represented by JWB Allocation	34%	37%	36%
Lapse	\$9,952	\$945	\$1,452
Cost per Participant*	\$7,629 (\$595,045/78)	\$8,556 (\$581,815/68)	\$7,768 (\$590,377/76)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

In FY19, the Exceptional program served a total of 76 children ages three to 22. It achieved 123% of the target service level of 62 children. Of the 76 children, 37% lived with a single parent while 62% dual parents. Twenty-one percent (21%) of families reported an annual income below \$29,999 and 50%

\$50,000 and above. Over half of the children (64%) were boys. A large majority of children were white (66%), 17% black or African American, 7% Asian and 18% Hispanic. These numbers of the children served by the program were fairly reflective of the demographics of the schools.

PROGRAM OUTCOMES:

Performance Measure Description*	FY 17		FY 18		FY 19	
	Target	Actual	Target	Actual	Target	Actual
Percent of primary participants receiving child care services through the Exceptional Students Scholarship program, will improve their personal functioning as demonstrated by the completion of fifty percent (50%) of the developmental objectives on their Individual Assessment Plan (IAP).	70%	72%	70%	92%	70%	78%

**Performance is typically measured on full fiscal years and on the total population served.*

PROGRAM MONITORING ACTIVITIES:

This program continues to operate at a consistent level. Staffing at both schools was stable. The Center Directors and Assistant Directors provide a stable base for the children and families. All four of these staff members have been employed by R'Club for 15-26 years. The part time employees turn over periodically, but this appears not to hinder quality programming for the children. In addition, both sites had 100% compliance for personnel requirements on both of their site visits conducted by the Pinellas County Licensing Board (PCLB). PCLB conducts a thorough review of personnel files including Level II Background Screenings, Affidavits of Good Moral Character, and yearly training documentation during their two visits per year.

Program observations occurred in quarter three and staff demonstrated consistent service delivery. Staff at both sites were observed to be appropriate with program participants and provide services in alignment with the program methodology.

JWB staff interviewed seven parents during the reporting period. Their children had been with one of the programs from three months to 15 years. Parents appeared to be satisfied with program services and in particular the staff. They did not raise any concerns.

Staff interviews revealed a high level of satisfaction in their position and school teams. There appeared to be a great level of support for one another. One suggestion from an R'Club substitute was to have more specific training for this particular population before being sent to the site. He stated, "It can be quite shocking to some people with what needs to be done, particularly since the children are adult sized."

This year R'Club created a Data Team within their agency to assist with navigating data quality for JWB funded programs. Exceptional is one such program. Forms are sent in to the main office where one centralized staff enters data for both sites. The participant file review was conducted during the fourth quarter. The program had a perfect compliance score of 100% for the collection of required JWB forms. There was a 100% accuracy rate on critical fields. Critical fields are defined as participant's critical demographic information like names, date of birth, gender. Measurement and attendance data is also

reviewed. Documentation errors with a few of their performance measurement data entries resulted in an overall accuracy score of 98%.

ANALYSIS OF PERFORMANCE:

A performance measure was developed based on the Individual Assessment Plan that the staff created for each eligible child. Two developmental objectives were set for each child based on their individual needs. It was expected that at least 70% of the participants would improve their personal functioning as demonstrated by achieving at least one developmental objective. The FY19 result indicated that 78% of children achieved at least one goal on their IAP.

The program provided a nurturing, consistent and safe environment to this group of children with special needs. The staff were dedicated and enthusiastic about providing learning opportunities for the participants. Based on their observations and understanding of the children's needs, they developed achievable goals for them. In this way, the program met the performance measure targets for three consecutive years from FY17 through FY19.



Date: 4/14/2020

Cheryl Miller
Senior Program Consultant



Date: 4/14/2020

Qian Fan
Senior Researcher



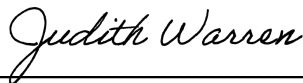
Date: 4/17/2020

Karen Woods
Program Administration Manager



Date: 4/28/2020

Karen Boggess
Program Evaluation Manager



Date: 4/29/2020

Judith Warren
Chief Operating Officer



Date: 4/30/2020

Beth Houghton
Chief Executive Officer



Executive Summary of Program Monitoring Report

Agency: R'Club Child Care, Inc.

Program: Home Instruction for Parents of Preschool Youngsters (HIPPY)

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: HIPPY offers a county-wide home visitation program that focuses on parent-involved, early learning. The HIPPY model provides a very structured curriculum and support to help parents close the word gap and help boost their child's school readiness skills. The program's goal is to help parents prepare their children for success in school and beyond, as well as empower parents as their children's first, and most influential, teacher by giving them the tools, skills and confidence they need to successfully engage their children in educational activities in the home.

Agency/Program Accomplishments: HIPPY collaborated with many community agency events to assist with the event and outreach to potential participants. During Baby Talk for parents, HIPPY staff were celebrated by workshop committee members because they stepped up without being asked to assist with the overwhelming response of extra participants. In addition, HIPPY Pinellas was chosen by HIPPY USA to participate in their pilot curriculum for two year olds.

FISCAL SNAPSHOT:

	FY17	FY18	FY19	Comments
Total Program Budget	\$1,329,013	\$1,442,562	\$1,374,399	
JWB Allocation	\$926,708	\$1,108,926	\$952,926	FY18: HIPPY was awarded an increase to mitigate a loss in state funding
Percent of Total Program Budget represented by JWB Allocation	70%	77%	69%	
Lapse	\$60,900	\$84,144	\$32,173	
Cost per Participant*	\$1,713 (\$1,329,013/776)	\$1,866 (\$1,442,562/773)	\$1,666 (\$1,374,399/825)	

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

In FY19, the R'Club HIPPY program served 379 parents and 446 children two through five years old. Of the 446 children served, 64% were White, 22% Black or African American, 54% Hispanic and 1% Asian. Close to half

of them were raised by a single parent (48%) while 52% by married dual parents. Seventy-two percent (72%) of families had a reported annual household income below \$29,999 and 9% of the parents reported zero income.

The families resided across Pinellas County with 55% in the North, 18% in the Middle and 25% in the South. The parents had different levels of education. Twenty-three percent (23%) of the parents did not graduate from high school, 28% had a high school diploma or equivalent, 21% attended some college or a vocational school, and 28% held an AA/BA or Master's degree.

The program proposed eight parent engagement events and 11 events were actually provided. The events engaged 1068 children and 785 adults through Pinellas County. The events incorporated the components of education, entertainment, and community outreach.

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children enrolled in the Age 3 HIPPY curriculum will demonstrate improved literacy skills on the Bracken School Readiness Assessment.	70%	100%	70%	91%	85%	96%
Percent of children enrolled in the Age 4 HIPPY curriculum will demonstrate improved literacy skills on the Bracken School Readiness Assessment.	70%	89%	70%	75%	85%	91%
Percent of children enrolled in the Age 5 HIPPY curriculum will demonstrate improved literacy skills on the Bracken School Readiness Assessment.	70%	73%	70%	72%	70%	74%

PROGRAM MONITORING ACTIVITIES:

Observations were completed during two home visits. The first was during the piloted two year old curriculum. The second was in a Spanish-speaking home with Spanish-speaking staff. Both visits were delivered with consistency to the methodology. Program staff read background information about language development and activities parents can do to encourage literacy skills with their children. Staff taught the lesson by role modeling. This helps parents learn how to teach the lesson with their own child during the upcoming week. The parents were asked to role play the part of the child while the Home Visitor takes on the role of the parent. The families were each given a book to enhance their home libraries. Program staff also prepared lesson pages, handouts, and newsletters to give the families to improve the home learning.

Parents were interviewed and they shared that HIPPY helped them become more aware of learning, how to guide children's behavior, and helped them learn how to teach their own children. Parents were satisfied with program staff and stated that the Home Visitors were friendly and explained things well. Parents expressed that they liked the group parent meetings. It gave them the opportunity to meet and get to know other families. Overall, they reported a high satisfaction with program services.

In addition to parent interviews, JWB staff reviewed parent surveys for insight into the parent's view on the program. Reviewed surveys had comments such as "My nephew enjoys all the activities and has learned a lot from them. We are happy with the program and the Home Visitors", "I've learned that every moment is a teaching moment", and "It helps parents to learn and teach their children correctly." The two year old pilot curriculum was well received. One parent commented that her child loved the singing and dancing.

During staff interviews, it was noted that staff were satisfied with their positions and immediate supervisors. Challenges for the staff included parents cancelling their visits, recruiting parents in the designated zip codes for the Clearwater area, and sometimes communicating with the different dialects of Spanish. Staff noted the best part of the job was giving every family books and supplies, seeing the children learn from the program, and helping parents to feel secure in their role as a parent and first teacher to their child.

JWB staff conducted administrative monitoring of four personnel files during quarter four. All reviewed files had timely and current background screenings and signed Affidavits of Good Moral Character.

A random sample of 12 files were reviewed for data integrity, service delivery, performance measurement and overall accuracy of information entered into the JWB database. The program received a perfect compliance score of 100% for the collection of required JWB forms. There was also a 100% accuracy rate on critical fields. Critical fields are defined as participants' critical demographic information like names, date of birth, gender. One error was found for the children's Bracken's data, therefore, the program received an overall accuracy score of 99.7%.

ANALYSIS OF PERFORMANCE:

Bracken School Readiness Assessment, a research-based and evidence-based tool, has been used by HIPPY to assess children's early literacy and numeracy skills. Specifically, the tool measures a child's knowledge of five basic educational concepts relating to shapes, colors, letters, numbers/counting, and sizes/comparisons. The concepts and the skills instructed through the interactions with parents and their children will enable a child be successful in school. The Bracken School Readiness Assessment was developed as a pretest/posttest assessment tool and children were assessed upon enrollment (pretest) and at week 25 (posttest).

The program met and exceeded their performance measure targets for three consecutive years from FY16 through FY18. Based on the previous years' performance outcomes, JWB raised the FY19 target goals from 70% to 85% for Age Three and Age Four performance measures while keeping the Year Five target of 70% unchanged. The FY19 Bracken results indicated that the program met and exceeded all three target goals. Specifically, 96% of the three-year-olds, 91% of the four-year-olds, and 74% of the five-year-olds demonstrated improved early literacy and numeracy skills by at least two points increase in scores after completion of the curriculum for their age group.



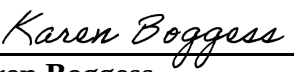
Cheryl Miller
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Karen Woods
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Karen Boggess
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Beth Houghton
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Executive Summary of Program Monitoring Report

Agency: R'Club Child Care, Inc.

Program: Special Services

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: Special Services aims to promote the healthy development of children ages 0-5 by decreasing developmental delays and eliminating or reducing negative behaviors that interfere with the child's development and child care placement. Program staff offer consultation, coaching, and specialized trainings to providers. There are three service components within the program: Project Challenge, New Beginnings, and Child Care Outreach.

Agency/Program Accomplishments: Program staff are actively involved in the Pinellas County community. They assist regularly at the Early Learning Coalition's community screenings, serve on various community committees, and participate in service fair events. The program also hosted 93 community training sessions with a total of 631 child care providers in attendance.

Technical Assistance: Technical assistance was provided regularly to assist the program in maintaining data quality. JWB staff provided cases to correct when the needs were identified. Trainings, emails, and conference calls were utilized as needed to address questions about data entry, data quality, and JWB requirements. In addition, technical assistance was offered for verifying the credentials of all staff if the position required it. Per the job description, staff are required to have a Bachelor Degree. During the personnel review, it was found that one staff did not have verification of their education.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$910,536	\$924,405	\$941,401
JWB Allocation	\$908,202	\$924,405	\$940,597
Percent of Total Program Budget represented by JWB Allocation	100%	100%	100%
Lapse	\$21,864	\$38,765	\$29,987
Cost per Participant*	\$2,215 (\$910,536/411)	\$2,244 (\$924,405/412)	\$2,279 (\$941,401/413)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

In FY19, Special Services program served 413 children birth through five years old. Of the 413 children served, 56% were white, 26% black or African American and 15% Hispanic. About two thirds of the children were male (69%) and close to half of the children were from a single parent household (47%). Thirty-one percent (31%) of families reported an annual household income below \$29,000 and 29% declined to provide their household income.

PROGRAM OUTCOMES:

Performance Measure Description*	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children will improve behavioral functioning as measured on the Temperament and Atypical Behavior Scale (TABS).	70%	79%	70%	78%	70%	82%
Percent of children ages 0-5 who are assessed on BDI-2 as having potential developmental delays will receive one or more referrals for developmental services.	95%	100%	95%	100%	95%	100%
Percent of children will demonstrate increased social skills as measured on the Preschool and Kindergarten Behavior Scales (PKBS-2).	80%	86%	80%	82%	80%	81%
Percent of children will demonstrate decreased problem behavior as measured on the Preschool and Kindergarten Behavior Scale (PKBS-2).	80%	81%	80%	74%	80%	74%
Percent of children will benefit from an improved parent-child attachment interaction as measured on the Infant/Toddler's Home Observation for Measurement of the Environment (HOME) Scale.	70%	81%	70%	100%	80%	100%
Percent of children will benefit from an improved parent-child attachment interaction as measured on the Preschoolers' Home Observation for Measurement of the Environment (HOME) Scale.	70%	100%	70%	100%	90%	100%

**Performance is typically measured on full fiscal years and on the total population served.*

PROGRAM MONITORING ACTIVITIES:

JWB staff observed a consultation visit and direct services for preschool teachers and children as part of monitoring the program. Program staff meets with a mental health consultant from Suncoast Centers on a periodic basis to help guide them on any clinical recommendations. Upon interviewing the Suncoast Centers staff, she shared that Special Services staff are good at knowing when to refer children for specialized services or when to offer their services at an increased dosage. Observations of direct services with preschool teachers and children demonstrated consistent service delivery by the program staff. Staff at both observations were observed to be appropriate with program participants, teachers, and provided services and/or referrals in alignment with the program methodology.

Staff members expressed satisfaction with their positions during interviews. They felt their role in the community helped change behaviors in children and child care staff. They all felt supported by the various levels of supervision within the agency. Staff shared they would like to have more specialized centers for children with challenging behaviors so they don't get expelled from preschool. Staff would also like to see lower ratios and more support for the three and four year olds in the before and after school programs at the elementary schools.

Parent/guardian interviews were completed during quarter four. Caregivers of the children shared that staff assisted them with referrals. Some said the referral process was confusing and they were thankful to have someone walk them through the process. They also shared statements such as, "the staff helped me learn how to cope with my grandchild's behavior", "staff gave suggestions to help me and included me in the effort to find solutions", and "staff speak to me with respect and concern for my children."

Director and teacher surveys were reviewed. Participating children's center staff expressed that the consultants were passionate, responsive, and personal. The consultants provided good advice, referrals, resources, and materials to help children. Some surveys suggested mandatory parent education on child development, more hands-on interactions and a shorter waiting list so as to receive more prompt service.

JWB staff conducted administrative monitoring of four personnel files during quarter four. Files were observed to have appropriate Level II clearance documentation and Affidavits of Good Moral Character.

Ten participant files were reviewed for data integrity, service delivery, performance measurement and overall accuracy of information entered into the JWB database. Files were well organized and had thorough documentation of data information and case notes. The program had a perfect compliance score of 100% for the collection of required JWB forms. The program achieved an overall accuracy score of 100%. This was the second year the program achieved a perfect score for the overall data quality.

ANALYSIS OF PERFORMANCE:

Six performance measures have been developed based on five research-based screening and assessment tools to evaluate children's progress and program effectiveness. The program missed only one performance measure target. However, the program met and exceeded the other five performance measure targets. The details are discussed below.

The ***Temperament and Atypical Behavior Scale (TABS)*** is a screening and assessment tool to detect critical temperament and self-regulation issues that may be indicative of developmental delays or future behavior issues. It is used with children ages 11 to 35 months participating in the Project Challenge service component. The improved behavioral functioning of the children is indicated by a decreased score after the intervention service. It is expected that 70% of the children would show at least one point decrease in score after a 12 month intervention service. The results indicated that 82% of the children in FY19 met and exceeded the 70% targeted performance goal and showed improved behavioral functioning.

The ***Battelle Developmental Inventory, Second Edition (BDI-2)*** is a comprehensive developmental assessment tool based on the concepts of developmental milestones for infants and young children ages birth to seven years old. It is expected that at least 95% of the children who demonstrated potential developmental delays as indicated by the BDI-2 assessment outcomes would receive at least one referral for developmental services to ELC, FDLRS, Early Steps, etc. as appropriate. The referral was usually made by Special Services staff after the BDI-2 assessment. Sometimes, however, the referral was made by child care providers or parents before the BDI-2 assessment. To demonstrate a true referral rate, staff

discussed it with the JWB staff and started documenting every referral received by the child since FY16. The program achieved 100% referral rate in three consecutive fiscal years from FY17 to FY19.

The ***Preschool and Kindergarten Behavior Scales, Second Edition (PKBS-2)*** is a behavior rating scale designed specifically for evaluating social skills and problem behaviors of children ages three to six years. It was believed that improved behavioral functioning of the children should be indicated by improved social skills and decreased behavioral issues. Two performance measures were developed based on this instrument with one assesses children's social skills and the other assesses children's behavioral issues. It is expected that 80% of the children would demonstrate improved behavior by a five-point increase in social skills **and** a five-point decrease in problem behavior after a 12 month intervention service. The FY19 results showed that 81% of the children demonstrated improved social skills as indicated by a five-point increase in social skills; however, only 74% of the children showed decreased behavioral issues as indicated by a five-point decrease in problem behavior. The difference suggested that a negative behavior, once it was developed, was comparatively harder to reduce than helping children develop positive social skills.

Home Observation for Measurement of the Environment (HOME) is a systematic assessment of the caring environment in which the child is reared. It measures the quantity and quality of stimulation and support available to a child in the home environment. An Infant/Toddler HOME instrument was used for children ages birth through 2 years old, and a Preschoolers' HOME instrument was used for children ages three through six years old. It is expected that the children's caring environment will see at least three points increase in scores after the six to 12 months intervention service. The FY19 results demonstrated that 100% of the children, including all infants, toddlers and preschoolers who were enrolled in the program had at least three points increase in their caring environment. The program exceeded the preset performance measure targets of 80% and 90% for the infants/toddlers, and preschoolers respectively.



Cheryl Miller
Senior Program Consultant



Qian Fan
Senior Researcher



Karen Woods
Program Administration Manager

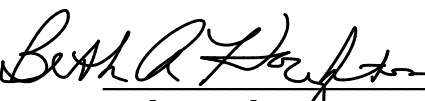


Karen Boggess
Program Evaluation Manager



Judith Warren
Chief Operating Officer

Date: 4/29/2020



Beth Houghton
Chief Executive Officer

Date: 4/30/2020



Executive Summary of Program Monitoring Report

Agency: James B. Sanderlin Family Center, Inc.

Program: Sanderlin NFC

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: The Sanderlin NFC aligns with the mission of cultivating a community where children and families are valued, loved, and destined to succeed. Services focus on family, employment readiness, increasing education, improving health, economics, positive values, and the arts. Youth participants are ages 6-14 and are served in the areas of reading, writing, math and science. The geographical areas served are 33701, 33703, 33704, 33705, 33711, 33712, and 33713.

Agency/Program Accomplishments:

In FY19, Sanderlin NFC experienced a successful reopening of their after school summer program, which resulted in the enrollment of 115 youth participants. Sanderlin NFC successfully implemented a food pantry in which 21 new participants were able to receive food. The Winning Reading Boost program was offered to 16 students to improve reading scores.

Technical Assistance:

In FY19 technical assistance was provided to clarify JWB guidelines related to level 2 background screenings for staff or volunteers who had disqualifiers. Through a series of collaborative program discussions, assistance was also given to promote outreach for services, and in GEMS data quality.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$955,022	\$1,023,287	\$953,559
JWB Allocation	\$880,095	\$948,360	\$924,359
Percent of Total Program Budget represented by JWB Allocation	92%	93%	97%
Lapse	\$60	\$1,391	\$0
Cost per Participant*	\$2,817 (\$955,022/339)	\$4,077 (\$1,023,287/251)	\$3,232 (\$953,559/295)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants. The calculation is not representative of group or community event participants which include 2,606 adult attendees, and 1,152 youth attendees.*

CAPITAL AWARD:

In FY17, Sanderlin received a capital award in the amount of \$132,718.

In FY19, Sanderlin received a onetime allocation increase in the amount of \$88,303 to cover capital, training, and incidental costs related to licensing requirements.

PARTICIPANT DEMOGRAPHICS:

- The majority of participants are Black/African American (86% of adults, 90% of youth)
- 97% of participants are not Hispanic
- Of the 275 participants that specified their household income, 76% had an annual household income of less than \$30,000
- 65% of participants are in a single parent female headed household, 22% are in a dual-parent married household
- 86% of participants live in one of the five high-risk zones

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Number of annual public events	N/A	N/A	N/A	N/A	Baseline	4
Number of recurring group services	N/A	N/A	N/A	N/A	Baseline	3
Percent of participants who continue in the program for more than one year	73%	49%	60%	58%	60%	40%
Percent of youth who attend 70% of the program days	70%	26%	50%	47%	70%	66%
Percent of eligible participants who will be given the OST survey	N/A	N/A	Baseline	92%	85%	75%
Number of instances caring adults attend program events with youth participants	54	175	140	325	140	156
Percent of goals achieved for adults who receive Family Support services	92%	100%	92%	99%	92%	99%
Number of Customer Satisfaction Surveys administered	100	47	100	36	100	47

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 10/27/2018 (Make A Difference Day), 11/14/2018 (Afterschool Observation), 12/18/2018, 4/9/2019, and 5/21/2019 (Parent Meetings), 6/7/2019 (Summer Observation)

Interview Date(s): 5/21/2019

Collaborative Meeting/Consultation Date(s): 2/8/2019 (Data follow up call in meeting), 3/5/2019, 2/13/2019 (Program Discussion),

Administrative Review Date(s): 11/29/2018 (desk audit),

Personnel File Monitoring Date(s): 6/27/2019 (File Review)

Community Initiative Observation

Observation of the James B. Sanderlin Center's Make a Difference Day, which is recognized as a national initiative to impact communities, occurred on October 27, 2018. Youth participants, community members,

program staff, and parents all worked together to till soil in order to plant a garden of fresh vegetables. Collard greens, cayenne pepper, cauliflower, and mustard greens were among some of the vegetables planted. The garden was stated to be a platform for community education, fresh food, and a collaborative effort to create a focus on healthy eating.

After-School Program Observation

In November youth and staff of the Kool Kids after-school program were observed to be engaged in various activities. Several groups of elementary school aged youth participants in grades 1st-5th were engaged in the ST Math: Visual Math Program with staff to youth ratios of (2:10), and Computer Coding with staff to youth ratios of (1:18).

Parent Engagement

In December an observation of the Sanderlin NFC initial parent engagement meeting occurred. Eight staff and 27 parents were observed to be present. In this meeting staff introduced themselves and provided a brief description of their roles and responsibilities. A list of services were also offered and parents were given the opportunity to ask questions. Additional engagement included a tour of the facility.

ANALYSIS OF PERFORMANCE:

Sanderlin NFC has three prongs of service: Community, individual youth, and individual adults. The number of community events offered annually and the types of group services offered by the center are tracked and the details are events and services are reported in the GEMS data system. In past years community events and services were tracked in a single performance measure but have been separated beginning with FY19. In FY19 the events and services offered by Sanderlin included a back to school celebration that distributed backpacks and school supplies to families and connected them to other partner agencies, a family fun day featuring local businesses and holiday celebrations. Community members also have access to a computer lab for activities such as job searches and renewing public assistance as well as co-located services offered by other agencies such as anger management classes.

Over the last two years the youth program has experienced significant changes in leadership, staffing, and programming components. Programming changes have included increasing the program to five days a week instead of four and including new activities such as horticulture and computer coding. The success of these changes is evidenced by the sharp increase in the percent of youth that attend the program regularly; regular attendance has more than doubled from 26% of participants to 66%. Over this period of time the percent of participants enrolled for more than one year has declined due to an influx of new participants, however this measure is expected to stabilize over the upcoming year. Ongoing regular attendance in afterschool programming has been demonstrated in research to have a positive effect on youth development and their academics.¹ In the next fiscal year, gains in math and reading performance will be analyzed for youth program participants.

Youth participants at Sanderlin NFC also participated in the annual Out-of-School-Time (OST) Survey which is administered to youth participants to assess programming strengths and better understand participants' experiences, outcomes, and goals. Sanderlin NFC was able to survey 41 out of a possible 55 eligible participants, a 75% response rate. This response rate is lower than in the prior year but represents a difference of eight participants. In the upcoming year more technical assistance and training will be provided prior to the survey administration to ensure all providers can maximize their survey responses. The responses to the survey indicate that most participants strongly agree staff cared about them, they learn to respect others, and finish their homework more often.

¹Afterschool Alliance. (2015). Building Literacy in Afterschool, Issue Brief No. 67. Retrieved from http://afterschoolalliance.org/documents/issue_briefs/issue_building_literacy_67.pdf

In FY19 Adult services include basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 99% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate their satisfaction with the services they received. For the second year, fewer surveys have been administered than expected due to turnover in the positions that administer the survey. Survey results, though limited, indicated high satisfaction of services provided, with 98% of respondents rating services as good or high quality.

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Saba Arzola
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Karen Woods Date: 4/17/2020
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Judith Warren Date: 4/29/2020
Judith Warren
Chief Operating Officer

Beth Houghton Date: 4/30/2020
Beth Houghton
Chief Executive Officer



Executive Summary of Program Monitoring Report

Agency: James B. Sanderlin Family Center, Inc.

Program: Youth Development Foundation AKAdemy

Program Monitoring Reporting Period: October 1, 2018 through September 30, 2019

Program Description: YDF offers program components which consist of seminars, workshops, community service projects, and creative group activities. These activities provide opportunities for mentoring, educational development, and peer interaction to reduce the occurrence of high risk behavior, strengthen the family structure, and promote school success.

Agency/Program Accomplishments:

In FY19, the Youth Development Foundation successfully implemented three new program components:

- A gender specific workshop specifically designed to address self-development amongst male and female youth participants
- A three week global leadership program to promote global awareness, education and leadership development
- An environmental studies program to increase youth awareness and interest in local natural resources, science, and environmental issues/careers

Technical Assistance:

In FY19 technical assistance and training have been provided in person and by phone to support the Data Manager through the fiscal year.

FISCAL SNAPSHOT:

	FY17	FY18	FY19
Total Program Budget	\$309,192	\$310,395	\$310,695
JWB Allocation	\$109,861	\$109,861	\$109,861
Percent of Total Program Budget represented by JWB Allocation	36%	35%	35%
Lapse	\$2,138	\$438	\$1,296
Cost per Participant*	\$820 (\$309,192/377)	\$910 (\$310,395/341)	\$880 (\$310,695/353)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

PARTICIPANT DEMOGRAPHICS:

- 61% of participants are female
- The majority of participants are Black/African American (98%)
- 99% of participants are not Hispanic
- Of the 350 participants that specified their household income 47% had an annual household income of less than \$30,000
- 41% of participants are in a single parent female headed household
- 86% of participants live in one of the five high-risk zones

PROGRAM OUTCOMES:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of participants who continue in the program for more than one year	70%	69%	60%	69%	60%	68%
Percent of participants that have specific future plans upon exiting the program	100%	100%	100%	100%	100%	100%
Percent of eligible participants who will be given the OST survey during the administration window	N/A	N/A	Baseline	47%	50%	57%
Number of quarterly attendance uploads to SharePoint	4	3	4	2	4	4
Number of group activities held by the program	23	63	60	78	60	89
Count of family engagement events	5	7	5	12	5	7

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 3/20/2019 (Great Debate), 3/26/2019 (Girl Talk), 5/24/2019 (End of Year Program)

Interview Date(s): 5/24/2019

Collaborative Meeting/Consultation Date(s): 2/22/2018

Administrative Review Date(s): 11/28/2018

Personnel File Monitoring Date(s): 6/11/2019

After-School Program Observation

Observation of the YDF “Girl Talk” workshop took place during the month of March. Two sessions occurred which provided participants with information on how to recognize, cope, and manage stress. The first session provided an overview on the definition of stress, different ways of how stress could manifest, and an opportunity for youth to take an online stress survey. This survey allowed the youth to rate their stress levels between the ranges of 1-10. The second session involved tai-chi yoga, and a discussion on social and emotional learning. The facilitator demonstrated several breathing exercises for participants to practice for relaxation.

It was also conveyed to the girls that many factors could contribute to stress to include their physical health, environment, and thoughts. The facilitators of the workshop implemented certain techniques to include coloring, journaling, and the utilization of stress balls. The girls were also able to talk about some various stressors they experienced. The staff to youth ratios were (8:60). Light refreshments which included sandwiches, juice, and

bottled water were also provided to the youth. Each session was no less than 45 minutes.

An additional observation of the “Great Debate” occurred during the month of March. Ten middle school youth and 11 high school youth debaters were observed. The topics of the debate were on the following: “should an embryo be considered human life”, and “should a person be required to use a public restroom under his or her born identity or current gender he or she identifies with”. All of the students were able to exercise their critical thinking skills, public speaking skills, and work together as a team. Guidance by the debate coaches was observed to be good support for all of the youth debaters. Preparation for this activity and training focused on coaching the youth participants on critical thinking, grammar, logic, and rhetoric.

Family Engagement

A grandmother of two middle school participants and a mother of one high school participant were briefly interviewed. The grandmother of the two middle school youth expressed that she was grateful for the program and explained she saw a difference in the self-confidence of her granddaughters. Both participants had been in the program for one year. The high school participant’s mother explained that due to their family’s military background, her daughter was accustomed to moving a great deal. She explained that the YDF program was one of the best things for her daughter due to the consistency of program activities and care of the volunteers.

ANALYSIS OF PERFORMANCE:

The majority of youth participants in YDF continue for more than one year, and their future plans are well documented upon program exit at high school graduation. Among program graduates, 94% reported they will be attending college, and the remaining reported they will be entering the military, starting an apprenticeship, or entering the workforce.

The Out-of-School-Time (OST) Survey was administered to youth participants to assess programming strengths and better understand participants’ experiences, outcomes, and goals. In FY18 revised survey questions and new survey procedures were implemented. This was done to collect more meaningful responses and better align with best research practices and revisions made by the survey creators. As part of the new survey procedure, administration took place once during the school year instead of twice per year, and participants that were very new to the program were excluded. In FY19 YDF was able to survey 152 out of a possible 267 eligible participants, a 57% response rate. This response rate is higher than the prior year but below average compared to other JWB programs, however this is reflective of differences in the programming structure of YDF. The YDF program serves an above average number of participants and does not typically meet at sites with a large computer lab available. The responses to the survey indicate that the majority of participants strongly agreed staff care about them, they learn to work together and respect others, and that the program has helped them make good choices about their health.

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Executive Summary of Program Monitoring Report

Agency: Sixth Judicial Circuit Court (SJCC)

Program: Behavioral Evaluation

Program Monitoring Reporting Period. October 1st 2018 through September 30th 2019

Brief Program Description:

The Behavioral Evaluation (BE) Program conducts professional consultations and evaluations of juveniles between the ages of seven and 17 referred by Unified Family Court Judges. Information is obtained from youth and parent interviews, school and mental health records, and contacts with collateral agencies. The information includes social, emotional, behavioral, and cognitive functioning of the youth, violence risk, overall functioning of the family unit, and/or competency to proceed to trial. Information may be provided verbally or through court appearances in detention, arraignment and disposition hearings, however, is typically presented as a report addressing appropriateness of release from detention, the level and degree of court supervision needed, need for mental health and substance abuse services, individual or family counseling needs, appropriateness of other community services, and/or the youth's competency to proceed. Staff are active in mobilizing and arranging alternatives to incarceration of juveniles, including placements in shelter, residential treatment programs, or with other relatives. The program provides brief, immediate crisis intervention to families appearing before the court if needed, interpretation of evaluation results to parents, referrals to community resources, and coordination of community-based services when needed. Staff also provide training and consultation to court committees and personnel, and actively work with court and community providers to improve outcomes for juveniles seen before the court through development of new community programs, creative utilization of existing programs and resources, or through initiation of broader system changes.

Agency/Program Accomplishments:

Each year the circuit presiding Judges complete surveys that request feedback on overall satisfaction with the program, impressions on the competence of program staff, timeliness on the completion of the BE reports and general satisfaction with verbal reports presented in the courtroom. Each of the four Judges provided a rating of excellent in each of these areas with one Judge offering the sentiment as to how fortunate the circuit is to have the BE program as a resource in the community.

Technical Assistance:

Reflective of the high level of programmatic integrity, quality assurance procedures, reporting processes and quality data entry standards the program required marginal technical assistance over the course of the fiscal year.

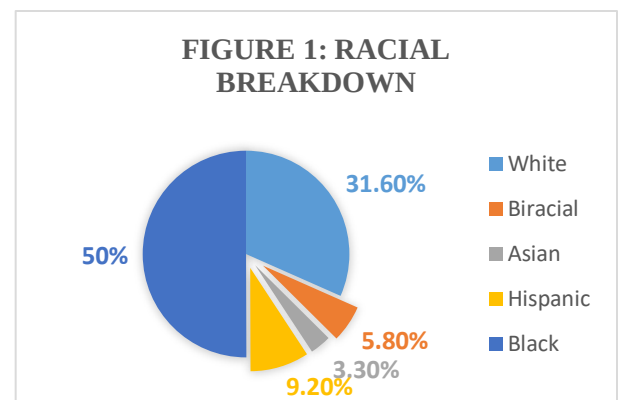
Fiscal Snapshot:

	FY17	FY18	FY19	Comments
Total Program Budget	\$472,246	\$472,246	\$632,556	
JWB Allocation	\$420,711	\$535,698	\$558,198	FY18 allocation includes an increase in JWB funding in the amount of \$101,700.
Percent of Total Program Budget represented by JWB Allocation	89%	90%	88%	
Lapse	\$33,915	\$15,956	\$22,183	
Cost per Participant*	\$860 \$472,246/549	\$851 \$472,246/555	\$1,321 \$632,556/479	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

Participant Demographics:

Sixth Judicial Behavioral Evaluation Program served 477 unique youth and completed a total of 568 evaluations in FY19, reaching 88% of its proposed service goal. With an average participant age of 15, 80% of participants served were male and approximately 50% of participants were African American. (Figure 1, provide racial breakdown of BE participants). Similarly, 58 percent of participants were from single parent homes. It is also worth noting that 49% of participants reside in a **Very Low** opportunity area of Pinellas County according to the Child Opportunity Index.



Program Outcomes:

Performance Measure Description	FY17		FY18		FY19	
	Target	Actual	Target	Actual	Target	Actual
Percent of children who receive a behavioral evaluation will have their treatment recommendations followed by the court at the time of adjudication for the presenting offense as evidenced by court records.	85%	96%	85%	99%	90%	99%
Percent of children who receive a behavioral evaluation will have their restrictiveness level recommendations followed by the court at the time of adjudication for the presenting offense as evidenced by court records.	80%	88%	80%	93%	85%	95%
Percent of children who receive a competency evaluation will have their competency to proceed recommendations followed by the court at the time of the competency hearing for the presenting offense as evidenced by court records.	85%	100%	85%	92%	85%	95%

*Performance is typically measured on full fiscal years and on the total population served.

Program Monitoring Activities:

- The Richard L. Sanders and Calvin Hunsinger K-12 schools provide services to students with exceptionalities and special needs. As a byproduct of their presenting difficulties in the areas of judgement and/or behavioral challenges many of the students attending these schools often come to the attention of the Juvenile Court for a variety of reasons. Staff from the SJCC BE program meet with the Social Workers, jointly, on a regular basis in order to offer consultation, discuss possible interventions and explore how the court system can further collaborate with each of the schools to address the needs of students.
 - JWB staff were afforded the opportunity to observe one of the aforementioned meetings as part of a program monitoring activity. The complexity and acute level of need of each of the cases reviewed illuminated the value of such an ongoing collaborative and the risk profiles of each case were striking. JWB staff were impressed by the leadership provided by the BE program director during the meeting around exploring systemic and clinical strategies to move the most risk cases to a timely disposition with the court. Moreover, despite the immense difficulties of each of the cases discussed JWB staff were highly impressed by the team's strength based stance and efforts to identify solution focused interventions.
- In recognition of the highly complex population served program staff have continued to attend specialized conferences to remain abreast of emerging best practices and to further deepen their clinical expertise. During this fiscal year staff attended two conferences. The first conference focused on risk assessment which was valuable given that the program continues to receive referrals as a result of students making highly concerning threats in the context of school settings. The other conference focused on the evaluation and treatment of youth who present with sex offending behaviors. The evaluation of this category of youth, who come to the attention of the court, is multifaceted and involves considerations as to level of risk, contextual factors related to the alleged offense and potential for recidivism. Furthermore, the complexity of evaluating youth with sex offending behaviors is further compounded due to considerations as to the etiology of the behavior with research findings concluding that as many as 85% of these youth have experienced some form of significant trauma.¹ Therefore, the program devotes a considerable amount of effort to educating the system as a whole as to root causes, assisting in the development of safety plans and linking these youth to the most appropriate services to meet their highly involved treatment needs.
- During this fiscal year the program established a partnership with the Kind Mouse, a volunteer organization with the mission of reducing hunger and food insecurities for families throughout the county. Through this partnership the program established a modest food pantry allowing youth to be provided with snacks to either take home and/or eat during the evaluation. Given that many of the evaluations occur during the school day some of the youth will either miss part or the entire school day where a large part of or all of their sustenance is received through lunch. The program reports that providing access to these snacks has greatly improved engagement levels among these youth allowing for a more thorough evaluation with the ancillary benefit of not depriving them of the only significant nutritional intake they may receive for the entire day.
- During FY18 additional JWB funding was provided to establish a Community Resource Advocate (CRA) position within the BE program in addition a modest amount of participant funds to support the CRA applying wraparound interventions to augment traditional treatment interventions. The wraparound process is individualized to each child and family and the intervention centers on the needs and goals of both. Specifically tailored strategies used to meet these goals by capitalizing on

¹ McMackin, R. A., Leisen, M. B., Cusack, J. F., LaFratta, J., & Litwin, P. (2002). The relationship of trauma exposure to sex offending behavior among male juvenile offenders. *Journal of Child Sexual Abuse*, 11(2), 25-40.

a combination of natural supports and available community resources. Such wraparound approaches have been shown to be particularly effective for youth involved in the Juvenile Justice system.²

- During this reporting period JWB staff met with the Program Director and CRA to review the evolution of the position since inception. JWB staff were impressed by the level of linkages that the CRA had developed and created with both community providers and other resources in alignment with the principles of the wraparound approach. Over the course of FY19 the CRA utilized participant funds for a total of 19 families creating opportunities for registrations in extracurricular sports programs, summer camps, access to YMCA memberships and enrollment in vocational programs. In addition, the CRA recorded approximately 500 follow up touch points to ensure that families were connected to the most appropriate services.
- BE program staff are intrinsically linked to Truancy Court and regularly attend truancy hearings to provide consultation on students who have accumulated 25 days or more of absences and a truancy petition has been filed. During these hearings many students are often referred for evaluation by the BE program to further assess the underlying factors associated with their absenteeism.
 - At macro level during the second quarter of FY19 a Truancy Taskforce was launched to address the interlocking issues associated with truancy. The task force is led by a representative from the BE program and involves representatives from the Juvenile Court, the school system, community providers and other stakeholders. JWB observed the inaugural meeting of the task force which focused on a mission vision, objectives and goals.

Analysis of Performance:

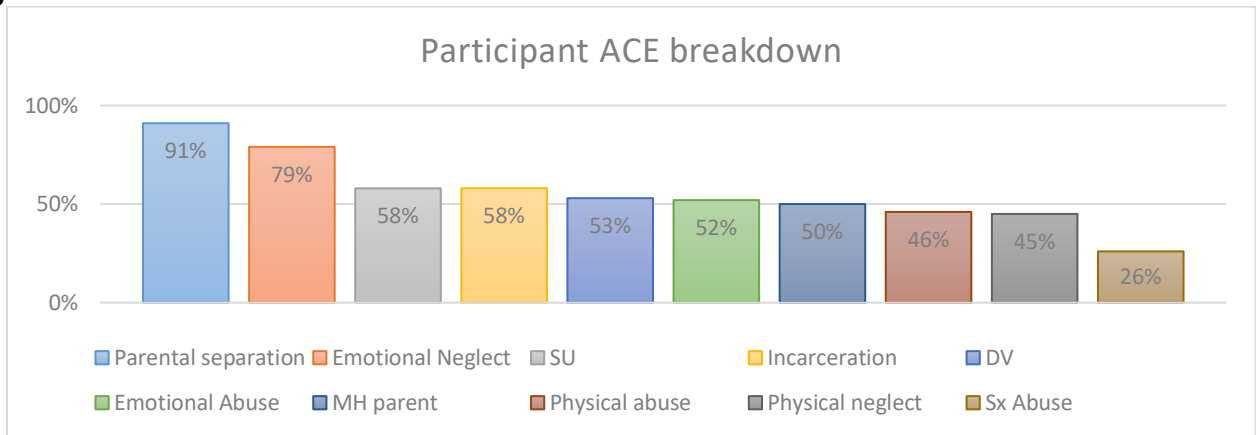
The Behavioral Evaluation Program supports the Unified Family Court in its decision making process by providing the Court with Psychological Evaluations of the youth appearing in court proceedings. Evaluations are comprehensive in nature and provide a thorough assessment of the social, emotional, behavioral and cognitive abilities of youth before the court coupled with the youth's trauma and violence history and the overall functioning of the family. Following evaluation, the program makes recommendation regarding interventions and sanctions based on youth and family needs; as well as information regarding the youth's competency to understand court proceedings and proceed to trial when appropriate. Additionally, the program enhances the well-being of the youth family and community by identifying unaddressed mental health, substance abuse and family problems, by linking youth and their families to existing community treatment resources. The CRA for the BE program has successfully linked over 200 families to supportive community based services and is actively working with existing clients to provide necessary linkages.

To that end the program served 477 unique children, collectively meeting and even exceeding its measures as illustrated above (see performance measures table). To provide a comprehensive view of the complexity and acuity of children evaluated by the program, trauma scores were examined and assessed. Specifically ACE scores were gathered for youth in FY19. Adverse Childhood Experiences (ACEs) have a tremendous impact on future violence victimization and perpetration, and lifelong health and opportunity. Research suggests that individuals with high ACE scores are more likely to be violent, to have more marriages, more broken bones, more drug prescriptions, more depression, and more autoimmune diseases. People with an ACE score of 6 or higher are at risk of their lifespan being shortened by 20 years. ACE scores

² Carney, M. M., & Buttell, F. (2003). Reducing juvenile recidivism: Evaluating the wraparound services model. *Research on social work practice*, 13(5), 551-568.

were measured and assessed for Sixth Judicial Behavioral Evaluation participants and results show that more than 36% had higher than a 7 and 64% had higher than a 5 ACE score (figure 2 provides a breakdown of ACE assessment). These scores suggest that children before the Unified Family Court have experienced extensive levels of trauma in various areas including but not limited to, neglect, abuse, and violence and thus come to the program with a plethora of challenges and needs.

Figure 2: ACE score breakdown



Despite working with a severely complex population, the program has demonstrated great success in its ability to connect and link youth to services and supports to address the social, emotional and behavioral needs demonstrated in evaluations and competency assessments. Similarly, ACE scores suggests that 91% of youth have experienced parental separation and many are youth in care under the state. Additional program success is exhibited in the program's ability to work closely with system stakeholders, namely DCF, courts and community providers to properly house acutely high risk youth who are difficult to place in care.

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Karen Woods **Karen Boggess**
Program Administration Manager **Program Evaluation Manager**

Judith Warren Date: 04/24/2020
Judith Warren
Chief Operating Officer

Beth A. Houghton Date: 5/4/2020
Beth A. Houghton
Chief Executive Officer



Executive Summary of Program Monitoring Report

Agency: Sixth Judicial Circuit Court (SJCC)

Program: Early Childhood Court

Program Monitoring Reporting Period: October 1st, 2018 through September 30th, 2019

Program Description:

Using the National Zero to Three (ZTT) organization's Safe Babies Court Teams (SBCT) evidence based approach¹ and the Miami Child Well-Being model, Florida's Early Childhood Court (ECC) addresses child welfare cases involving children under the age of three. It is a problem-solving court where legal, societal, and individual problems intersect. The Community Coordinator works with the Pinellas County Unified Family Court's ECC team, including the presiding Judge, court personnel, participants and related agencies to support the team activities. The Community Coordinator provides coordination and collaboration amongst the community providers and other stakeholders, serves as the liaison between the family and the court, attends court hearings, schedules Court Team meetings, collects case related data, and ensures families receive the right service at the right time. Provider's Early Community Coordinator works with the Court's ECC team to aid infant and toddler victims of maltreatment countywide, protecting them from further harm and addressing the trauma of parents to enable them to more effectively parent.

Agency/Program Accomplishments:

During the second quarter of the fiscal year ECC hosted a consultative ZTT Site Visit. ZTT training staff offered positive endorsements of the standing of the program, in relation to the nationally established model, based on observations conducted at a stakeholder's meeting, from a pre-court meeting, during an actual ECC hearing and from viewing facilitated family visitation. Moreover the training staff provided positive feedback as to the degree to which the program had clearly defined the role and functions of the ECC Coordinator position in alignment with the principles of the ZTT and SBCT models.

Technical Assistance:

As evidenced by program observations over the course of the fiscal year the ECC Coordinator is immersed in high levels of contact with families, Child Welfare workers, engages in ongoing coordination activities and meetings to facilitate reunification and routinely attends court hearings for each family served. Taking into consideration this level of activity, JWB staff provided onsite recommendations that more detailed documentation be completed, in the form of progress notes, from point of intake, throughout the course of service delivery and upon discharge to fully illustrate the Coordinators role in the previously referenced activities. As such it was recommended that a standardized progress format be adopted to create consistency around documentation for each participant served.

¹ McCombs, K. (2007). Zero to Three court teams for maltreated infants and toddlers year 1 cross-site report: evaluation findings. *Washington, DC: Zero to Three.*

Fiscal Snapshot:

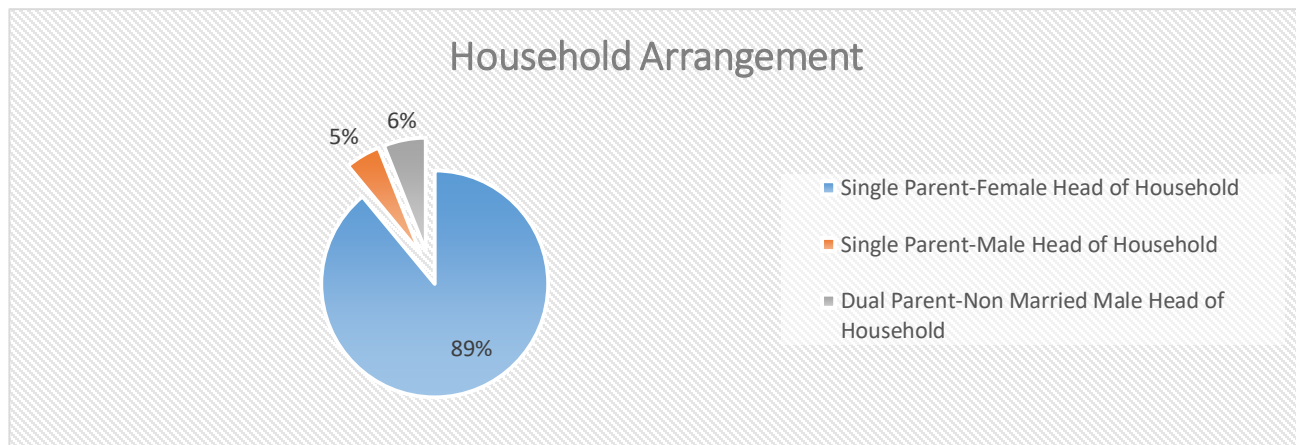
	FY18	FY19	Comments
Total Program Budget	\$102,218	\$113,295	JWB commenced the funding of the program during the secondary quarter of FY18.
JWB Allocation	\$92,263	\$102,671	
Percent of Total Program Budget represented by JWB Allocation	90%	92%	
Lapse	\$13,989.90	\$11,985	
Cost per Participant*	\$4,444 \$92,263/23	\$2,575 \$113,295/44	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

Participant Demographics:

Early Childhood Court (ECC) served a total of 44 unique participants; 21 adults and 23 children who experienced court ordered separation. Nearly, doubling the numbers served in FY18, the program exceeded its targeted service levels in FY19 as demonstrated above. Parents ranged in age from 16 to 40 years with an average age of 24. Approximately, 51% resided within one of the **Very Low** opportunity areas throughout Pinellas County according to Child Opportunity Index and 94% of adult participants report being single parents (figure 1 below provides a breakdown of household arrangements). At the state level, data showed more than 70% of Florida's children in foster care are five years and younger. In Pinellas County, more than half fall within this age group² which highlights the magnitude of the need for services, such as those offered by ECC, to support this vulnerable population.

Figure 1: Household arrangement



² Florida Department of Children and Families - ESS Report. Retrieved December 20, 2018 from <http://www.dcf.state.fl.us/programs/childwelfare/placement.shtml>

Program Outcomes (data are only available for two fiscal years):

Performance Measure Description*	FY18		FY19	
	Target	Actual	Target	Actual
Percent of all ECC cases will reach permanency within 12 months of removal.	60%	56%	60%	75%
Percent of all ECC cases will have no additional verified abuse reports for children after reunification for up to one year after program completion.	70%	100%	70%	99%
Percent of all ECC cases will have no more than one placement outside of the home during program participation.	70%	Not available	70%	99%

* The performance measures displayed in the table above were established by ZTT however these measures are not contractual under the agreement between JWB and SJCC ECC given that the current allocation supports a single position as opposed to the program in its entirety.

Program Monitoring Activities:

- The Community Coordinator continues to facilitate monthly steering committee meetings in order to share information and resources, strengthen partnerships, present quality improvement initiatives and examine any systemic challenges or barriers. JWB staff attended a number of the steering committee meetings over the course of the fiscal year. As with prior observations the Community Coordinator provided a clear structure and agenda for each meeting and adeptly facilitated discussions around any identified systemic obstacles. The Community Coordinator was once again viewed as demonstrating robust leadership and facilitation skills during each of the observed meetings.
- The centerpiece of the ECC model involves monthly court hearings to both gauge progress and identify any emergent difficulties or barriers that may be impeding the reunification process. By design the ECC court hearings occur on a more frequent basis than typical dependency cases under the consideration that studies have concluded that the frequency of the court reviews are directly correlated with the timeliness of progress towards achieving permanency.³ The structure of the ECC model involves a *pre-court* meeting involving representatives from Child Welfare Case Management, the Guardian Ad Litem program, the State Attorney's Office, the Regional Counsel's office and any community providers. The primary intent of the *pre-court* meetings is the opportunity for the team to generate a unified plan and set of recommendations to allow for a more seamless formal hearing. During this fiscal year JWB staff observed a total of 2 separate court hearings. Akin to the prior year's observations the ECC Coordinator was viewed as a highly effective advocate possessing a firm understanding of the needs and challenges of each individual family. During each of the observed *pre-court* meetings the ECC Community Coordinator was viewed as holding a firm understanding of the needs of the family and ensured that all parties present had the most recent information regarding the status of the case, progress and services received. In the context of the formal hearings the ECC Community Coordinator functioned as a highly effective advocate by ensuring that progress, challenges and outcomes, both positive and negative, were fully recognized.

³ Chinitz, S., Guzman, H., Amstutz, E., Kohchi, J., & Alkon, M. (2017). Improving outcomes for babies and toddlers in child welfare: A model for infant mental health intervention and collaboration. *Child abuse & neglect*, 70, 190-198.

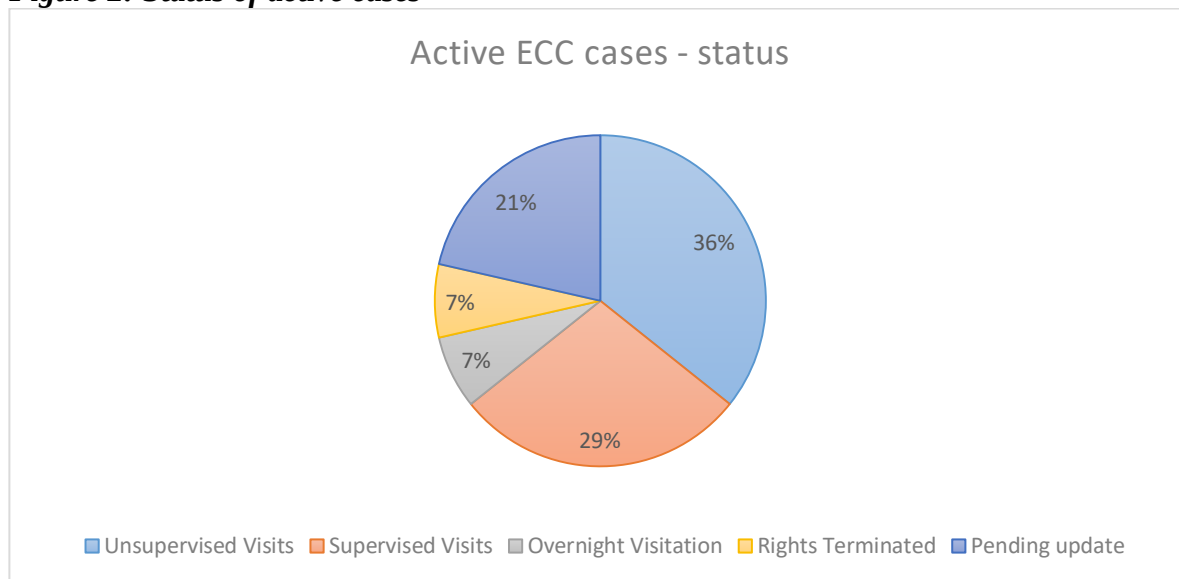
Data Quality:

Annual participant file reviews are conducted with the intent of examining data integrity, patterns of service delivery, qualitative documentation standards and general adherence to the established program methodology. The FY18 annual file review for ECC was held in abeyance as full implementation of the program did not occur until the end of the second quarter. Therefore the FY19 review represents a baseline for the program's participant file review results. Overall the program achieved a data accuracy was a 96%. JWB staff commended the program on the high standard of this result taking into consideration that this was the first formal file review conducted since implementation of the program.

Analysis of Performance:

Early Childhood Court is an evidence based program using the national Zero To Three Safe Babies Court Team model, with a four pronged approach focused on 1) improving child safety and well-being; 2) healing trauma and repair the parent/child relationship; 3) promoting timely permanency, and 4) stopping the intergenerational cycle of maltreatment. Additionally, Early Childhood Court is a problem solving court addressing child welfare cases while intersecting individual, legal and societal factors. The program coordinator at ECC is charged with bridging the gaps between multiple systems (i.e. legal, child welfare, etc.) and community with primary goal of achieving reunification and permanency for its participants. In FY19, performance outcomes for the Pinellas ECC program showed encouraging results with 75% of the families who completed the program achieving reunification or permanency within two to nine months. The program continues to actively engage with approximately 14 families at the time of this report and which similarly are on target for reunification. Specifically, of the remaining active cases many are near reunification, with 36% of families safely engaging in unsupervised visits (figure 2 provides the status of active cases).

Figure 2: Status of active cases



Conversely, to date, there has been one additional abuse report substantiated after reunification, which led to re-removal. Additionally, there has been one case in which parental rights have been terminated. Despite these shortfalls, for two consecutive years the program continues to show success at meeting and/or exceeding its goals. Specifically, the program continues to divert families from the child welfare system,

with 99% of families having no new verified abuse reports for children after reunification for up to one year after program completion. A pivotal factor driving positive results is the ongoing level of activity generated by the Community Coordinator that is not always visible such as frequent communication, coordination and collaboration with community providers, stakeholders, foster and biological parents. Finally, from a fiscal stance it is important to consider national studies that have concluded the ECC approach to be more cost effective in the long term when compared to the cumulative costs associated with the traditional model where children remain in the dependency system longer.⁴ Success may appear different for each family and although the primary focus is reunification with the biological parent(s), at times, termination of parental rights is necessary and success is viewed as the length of time taken to achieve permanency with an alternative caretaker as identified through the concurrent planning process.

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Beth A. Houghton

Date: 5/4/2020

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Chief Executive Officer

⁴ Foster, E. M., & McCombs-Thornton, K. L. (2012). Investing in our most vulnerable: A cost analysis of the Zero to Three Safe Babies Court Teams Initiative. Birmingham, AL: Economics for the Public Good, LLC.